

# SALES MANAGEMENT

## *for June*

HOW LARGE SHOULD A SALES TERRITORY BE?

*By C. R. Johnson*

STUDY OF HARVESTER COMPANY'S SALES  
ORGANIZATION

CURING SALESMEN OF THAT "WHAT'S THE USE"  
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HOW UNCLE SAM HANDLES BIG LISTS OF NAMES

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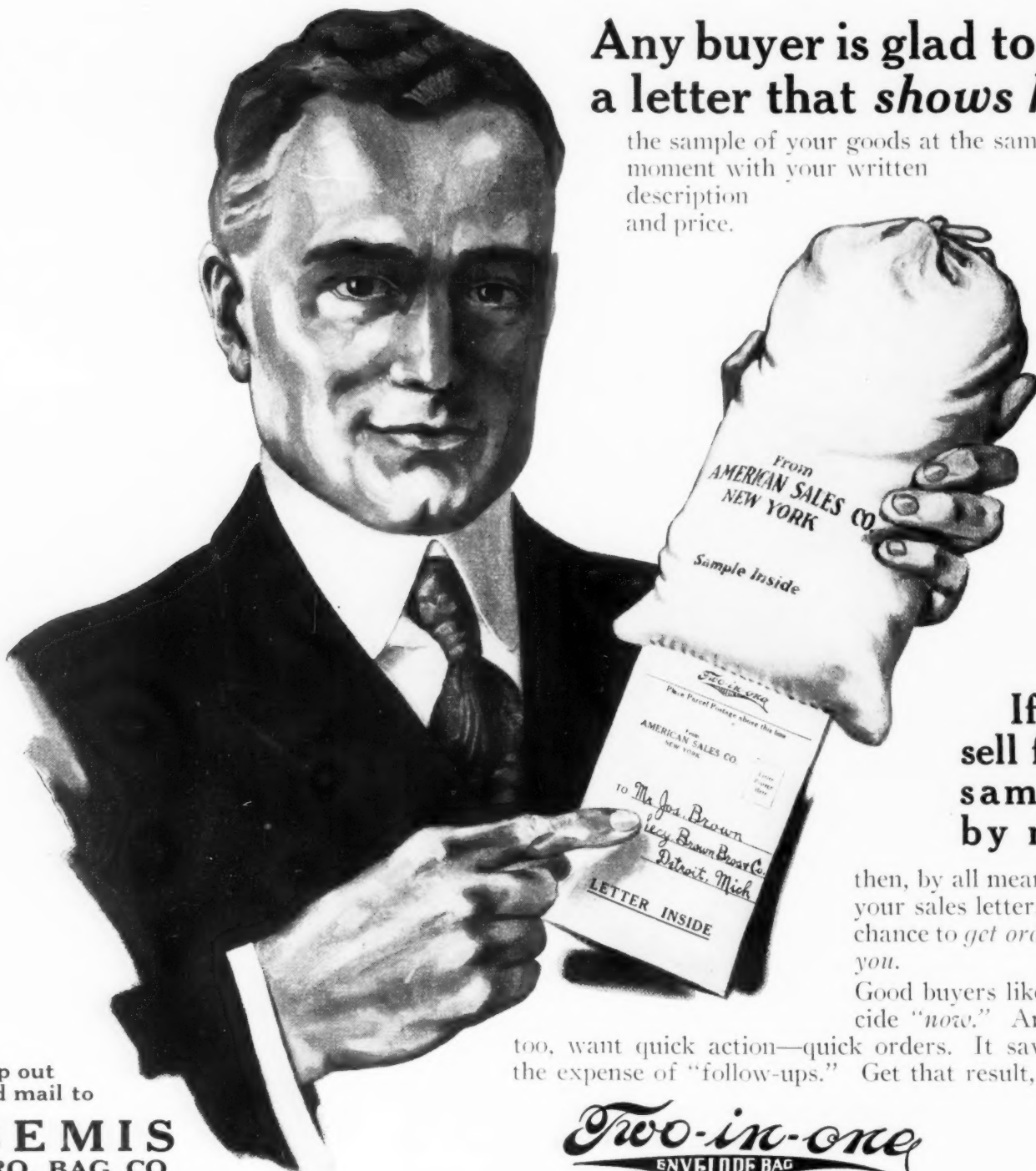
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SAINT LOUIS



# Sales Management

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## How Large Should a Salesman's Territory Be?

By C. R. Johnson

*Ask the salesman and he will answer: "The bigger the better." Ask the sales manager and he will smile and counter: "How long is a string?" Ask the advertising manager and he will produce a formidable array of rules and formulae by which he purports to be able to determine down to the last 1000th of an inch just the right size territory for any salesman. In this article the author attempts to show that the correct answer to the question is a compromise between all three of these views.*

We are entering into an era of larger sales organizations and smaller sales territories. A large office specialty concern is already laying plans to double the size of its sales force during the next twelve months. A great wholesale drug concern has just decided to increase by three the number of salesmen in sixteen out of twenty-seven territories. An aluminum goods manufacturer has nearly completed a plan, inaugurated two weeks after the signing of the armistice, for adding twenty salesmen a month to the organization for a period of six months. And so it goes all down the line. There will be scarcely a sales manager or salesman who will not be confronted during the coming year with the problem of territory readjustment.

### What One Concern Learned

In some cases the reasons leading up to the new policy are the outcome of a pent-up desire to expand the business. In other cases they are a result of giving more thought to the problem of market analysis, and the growing realization that the next few months will be a period of preparation for a long drawn out sales battle. A Chicago concern, for example, with an organization of some ninety salesmen, recently bought out a smaller competitor. It had always been a mystery to the bigger concern how the little fellow had been able to get any business at all, inasmuch as the product did not compare with that of the longer established concern and the sales organization was far less able. But when the

sale was consummated, and the big concern came into possession of the other's trade secrets, it was considerably taken back to find that the whole fabric of the smaller competitor's sales policy had been founded upon its own system of rule-of-thumb sales districting.

It developed that the smaller concern had made a very careful analysis of the amount of potential business in each of the larger competitor's sales territories. It also had an accurate inside knowledge as to the manner in which each of these territories was being covered by the salesmen assigned to them. With this data available it was then a simple matter for the sales manager to watch his big competitor's advertising activities, and the moment he started one of his widely advertised mail campaigns in an inadequately covered territory, he jumped a crew of salesmen into that neighborhood. The business created by the big competitor's advertising was gobbled up by the little fellow before the big competitor's salesman had a chance to work the leads created. In the same way the small competitor passed up the territories which the larger concern was working intensively, and only put salesmen into territories in which the prospects were not being called on regularly, or where the salesman was only skimming off the cream. It was a snap for the little fellow. All he had to do was to sit back and wait for the big chap to get a nice crop of prospects all ready to pick, and then step in and "help" with the harvesting. And this had been going

on, not for a few months, mind you, but for years. Finally to get rid of the competition the big competitor had to buy the little fellow out at a fancy price, when scientific sales districting would have put the disturber out of business in six months.

It is all very well to say that this couldn't happen to you. It is only natural that you should think your organization is far too alert to permit of any competitor using you in this way. But the fact remains that there are thousands of small competitors in every line of business who are picking up business today right under the noses of their competitors, and a great deal of it is business which they could not get if the territory were properly covered.

### When Territories Are Too Big

Nine out of every ten sales territories are too big. In some instances they are too big because somebody has been afraid to run the risk of losing a good salesman by cutting down his territory, but in the great majority of cases they are too big because it has never occurred to anybody to check up the business the territory ought to yield with what it has yielded in the past. When the matter is broached to the management the invariable reply is: "Why should I worry about what a territory ought to produce? Aren't we getting all the business we need to keep the factory going? So long as we show a satisfactory sales gain each year we are satisfied to let well enough alone."



But these managers miss the whole point that underlies the problem of determining the size of sales territories. It is not a case of getting all the business out of a territory just for the sake of getting it; neither is it a case of inviting controversies with salesmen. It is simply a matter of **profit**. If both the company and the salesmen can make more money by working a smaller compact territory **nearer home** than by skimming the cream off a territory that spreads itself all over the map, what in the name of all that is reasonable is the sense of a big territory? Of course, it is nice to boast of nation-wide distribution, and there are some salesmen who measure their job by the square miles in their territory, but these are merely mental conditions. We are not in business to gratify our vanities. We are in business to **make money**. And sales managers are awakening at last to the fact that more money can be made out of working a small territory intensively, than by working a half dozen states extensively.

So we come to the point of deciding how small, rather than how large, should a sales territory be? It is not a question that can be decided off-hand, nor can any formula be laid down for doing it mathematically. In some lines of business it is a simple matter. If the product is sold through established dealers, decide how many dealers one salesman can properly look after and "tack" his territory out accordingly. The Hood Tire Company figure that forty dealers ought to keep a good salesman busy, and that figure is used as a basis in establishing Hood territories. This figure may seem small to sales managers who like to think that a salesman ought to look after at least two hundred dealers. Maybe it is too low. Still the Hood Tire Company's sales showed a net increase of 20 per cent last year. It is an interesting fact that Hood salesmen made more money last year working forty dealers intensively, than a lot of tire salesmen make with three times forty dealers to worry about.

### Simple Plan for Figuring Quota

The use of an arbitrary number of dealers as a quota basis must, however, be tempered with a knowledge of the amount of time required to handle those dealers, and their accessibility. Population figures should be consulted. A shoe manufacturer, for example, knows that the average person buys two pairs of shoes per year, and by using that as a factor he can easily compute the potential buying power of a given group of shoe dealers. In the same way a biscuit manufacturer lays out his sales territories on the basis of number of families with children in each territory.

After trying nearly every quota building scheme under the sun an addressing

machine concern is coming back to population figures as a yard stick for measuring the size of a territory, because in checking up mail sales with bulk population it has been found that they pretty nearly tally. This, no doubt, must seem very unscientific to a lot of our readers who spend many thousand dollars, and many weary hours, trying to work out some unquestionable method of territory measurement, but when all is said and done the amount of business from any territory, regardless of whether the product is sold to consumers or middlemen, must be directly affected by population more than any other one factor. Exception to this rule, however, will be made in territories handicapped by small buying power of population and distance between buyers.

### Weaning Salesman from Big Tasks

Much of the waste that occurs in working existing territories can be directly traced to the mistaken idea of salesmen that bigger territories yield bigger earnings. The Gage-Downs Corset Company suffered from this fallacy possessing their sales force. It was found by this company that the salesmen, in their haste to rush on to the next looming order, totally neglected the fertile small town territories. They contented themselves with hitting only the high spots along the railway. The situation was saved by requiring each salesman to put out a given number of sub-salesmen to work the neglected territory, the salesman himself receiving a small percentage on each sub-salesman's sales. This plan produced very good results.

It is not always an easy matter to convince a salesman that he can make more money out of a small territory than he is at present making out of his big territory. Even the most far-sighted men secretly feel that their territory is being cut as a penalty for their getting too much business. To win such a salesman's approval to the cut and make him sell himself on the idea of a smaller territory is the acid test of successful sales management.

One of the best ways to do this is by means of a carefully prepared educational campaign. In the case of a certain typewriter manufacturer who doubled the size of his sales force in 1916, increased space was used in a number of magazines featuring a book offer with coupon. The coupons that were returned were recorded by the advertising department, and sent with a request for a call report to the proper district office. A careful record was kept of the calls made on each of these inquiries, and in this way a line was secured on those salesmen who were too busy to follow up the leads. These salesmen were then called into the office and asked for an explanation as to why they were neglecting inquiries which cost

the company \$18 each. The salesman would explain that he had a lot of business all ready to fall, which he could not neglect for uncertainties. He put the noose about his own head. He was given the preference of either employing a junior salesman, or turning the territory over to some one who would. This is one of the very best plans to bring home to a salesman the fact that his territory is too large for him to work. Once a salesman realizes this he soon sells himself on the smaller territory idea.

Another good plan is to get salesmen to keep a careful analysis of how they spend every working hour over a given period. Impress on the salesman that he is keeping this record for his own good. Have him divide his time in hours spent in buyer's presence, time spent waiting to get into buyer's presence, time spent on trains and in getting from one buyer to another, time spent in leisure, etc. At the end of the month that record will reveal some mighty surprising facts. For one thing it will show a very high percentage of time spent in travelling about a territory, which ought to be spent in a buyer's presence. Inasmuch as a salesman's earnings depend directly on the number of hours he can put in actually discussing his proposition with buyers, the thoughtful salesman will appreciate that anything he does to increase the time thus spent automatically increases his earnings.

### Taking Out the Dark Spots

It is not always necessary, however, to reduce a sales territory to take out the dark spots. Redistricting the country among the same number of men sometimes solves the problem. The use of automobiles is equivalent to reducing country territory. The numerical method of assigning territories, where the territory follows a given car route, rather than county lines or some other geographical division, has been known to materially increase the yield of a district. The whole thing simmers down to a question of finding out how much work there is to be done in a given territory, and then putting a sufficient amount of energy into that territory to do it **right**. The trouble seems to be that nobody but the salesman is supposed to know anything about the amount of work there is to be done in a territory, and everybody takes his word for it. There is a definite answer to the question, "How large should a sales territory be?" It is a sales manager's task to have the correct answer for every territory, because every territory requires a different answer.

"Your magazine is doing a great deal toward standardizing sales management practice."—Martin L. Pierce, Hoover Suction Sweeper Company.



# How the Wheels Go Around in Big Sales Organizations

## 1. The International Harvester Company

*Within the last few months three big manufacturers have patterned their sales department after that of the International Harvester Co. It is without question, one of the smoothest running and most efficient sales machines in existence. It is our hope that this analysis will bring to you several fresh viewpoints as well as some concrete suggestions which you can apply to your particular organization. It is the first of a series of organization studies to appear in these pages.*

When the trade papers announced, a few months ago, that the International Harvester Company had adopted the "vice-president" scheme of organization, thousands of little business men all over the country read the item and passed on. They saw in the news nothing that concerned them. Their problems were quite different. They only had a dozen salesmen whereas the Harvester organization was made up of hundreds of dozens. They sold through entirely different sales channels. They were "little business men," and were only interested in the problems of other little business men.

But there were some who read this news item who viewed the matter quite differently. These men knew that it is only by studying the methods and organization of big business that a little business can be made big. The little business man who thinks only in terms of little business is doomed to remain little. So these wide awake readers began to ask questions. They wanted to know what was meant by the "Vice-president plan" of organization. They wanted to hear more about this "block system" for working territories. They wanted to know just exactly what the "Recording Bureau" of the sales department was charged with, what relation the different sales managers had to each other, and a lot of other things. So we sent a man over to Harvester Headquarters to find out.

### The Vice-President of Sales

He found out many things about this great sales machine that have never before been published. He found that the giant task of marketing the product of all the International Harvester Company's many plants was delegated to Vice-President A. E. McKinstry. Under his skillful direction a vast sales army moves and operates. It is divided into three divisions—sales, advertising and collections. All of these major divisions are closely related, and each are divided and sub-divided many times again. The "major general" in charge of the sales division, with whose operations we are solely concerned now, is J. F. Jones, who is sales manager of sales managers. These sales managers in turn manage the activities of eighty-eight other sales managers, who in turn supervise the activities of the still other sales managers, called "blockmen." The blockmen, in the International Organization, corresponds to a captain in a military organization, having

charge of a "company" of salesmen and repair experts.

At first glance this multiplicity of sales managers may seem over complex, and to some may convey the impression of cumbersome operation, bound in a maize of red tape. But our analysis will show that the exact opposite is true—that each of these sales executives is a necessary cog in the Harvester Company's closely knit, smooth-running sales organization which has been in the process of building and development since Cyrus Hall McCormick began manufacturing reapers in a commercial way in 1841, and which now serves approximately 35,000 local implement dealers in addition to a great number of motor truck dealers throughout the country.

### Duties of Branch Manager

It is part of this concern's selling policy to consider the local dealer's order merely as the beginning of a sale instead of the end of transaction. The company extends every selling and advertising help to the dealer to aid him in moving the goods purchased, educates him in the vital matter of properly setting up and adjusting machines, and instructs him as to their correct operation for effective work. The dealer contracts for the goods he orders with the specific understanding that the goods so ordered are to be paid for in accordance with the specified datings and terms and that no part of such goods are to be taken back by the company in case they remain unsold, except at the company's option.

In order to serve this dealers organization and their trade most effectively, the United States has been divided into eighty-eight separate territories, laid out on a basis of practically equal sales possibilities and population. The business of each of these territories is handled through a branch house. Each of these eighty-eight branch houses is in charge of a branch manager and assistant manager, who have direct jurisdiction of all business handled in their territory. Each of these branches is a big business enterprise in itself—some of them do an annual business of almost \$2,000,000—and has a complete complement of departments and employees, all of whom are hired by the branch manager. There is an accounting department, credit, advertising, and repairs department at each branch the same as would be found in the establishment of any individual pro-

gressive concern doing business on a corresponding scale.

The branch house territories are subdivided by the branch manager into a number of small territories blocked out on the same basis as the branch house territories. These sub-divisions of the branch house territories are called blocks, and each block is in charge of a blockman. The blockman has direct charge of his allotted territory and has working under his direction salesmen and repair experts. The blockman is the all-important medium through which the concentrated sales efforts of the great organization behind him are transmitted to the dealer and the farmer. He is the man whose judgment is relied upon in the selection of dealers. He makes all contracts with dealers in his territory and takes their orders for machines and implements. He also educates the dealers in the adjustments and selling points of such machines and implements.

### The "Blockman" and His Job

Working under the blockmen are the field salesmen and repair experts. When a dealer's sales are lagging or if a special effort is needed to be put forth to meet competition on some certain machine, or if the dealer has a number of live prospects that he feels he should have help in "closing," the blockman delegates a salesman to work with this dealer and help him "get the business." If machines in the field sold by the dealer should break down and the repairs or necessary adjustments to put them in good operating order are found to be beyond the dealer's ability to cope with, the blockman immediately assigns a traveling repair expert to the job, thus preventing expensive delays during the farmer's busy season and incidentally building up both the dealer's and farmer's good will.

Co-operating with the blockman is the branch house advertising man. He works hand in hand with the blockman and inaugurates sales promotion campaigns for the benefit of the dealer, giving each dealer personal, individual advertising help. The advertising man also handles the branch house sales correspondence and follows up all prospects whose names have been turned in by salesmen on the territory. All new prospects developed as the result of advertising are referred to the proper dealers by the advertising

# Sales Management

man, and a record of each prospect is mailed to the blockman and salesman covering the territory where the prospect is located.

The branch manager and assistant manager supervise and direct the sales and general business affairs of their respective territories, and they in turn work under the direction of district sales managers, the country being divided into five districts, each in charge of a district sales manager. These district sales managers, who have their headquarters in Chicago, make a tour of the branch houses under their jurisdiction several times a year.

The district managers in turn report to the general sales manager and assistant sales manager at Chicago who have general supervision of all sales in the United States, the problems and sales reports of the branch houses being condensed and sifted down for their executive consideration. The general sales manager and assistant sales manager practically control the sales policy of the entire selling organization, deferring, however, to the vice president in matters of great importance.

## The "Pinch Hitting" Squadron

And working in between the manufacturing heads, the district sales managers and the branch house managers, there are five special sales managers who are specialists on different lines of machinery and implements. These executives impart technical and selling knowledge to the field organizations and have special salesmen working under them who cover the entire country, working with branch managers and blockmen. The five special sales managers are always in close touch with the manufacturing heads, and general information and sales advantages of all new features of machines are immediately disseminated throughout the entire sales organization by these specialists and their salesmen. It is the duty of these managers to see that a proper knowledge of the company's products is inculcated into the minds of the men in the field and to everlastingly push and stimulate sales on the lines they represent.

Working closely with the sales organization already described is the advertising department at Chicago, which occupies an entire floor in the Harvester Building on South Michigan Boulevard, and which maintains in addition a four-story advertising warehouse and print shop. The advertising department prepares all literature, newspaper advertising, and supervises the policy pursued by the branch managers.

An important part of the organization machinery is the Sales Recording Department at Chicago. Through this bureau all sales statistics, orders and data

are cleared. It is charged with keeping tab on the business that each sales manager is doing, and what he is not doing but should be doing.

Supplementing the efforts of the Sales Organization is the Collection Department, which relieves the sales organization of the heavy routine of handling this phase of the business. A manager of collections at the general office in Chicago has charge of this important branch of the Harvester Company's business. The different sales territories are grouped and placed under branch collection managers, each of whom is responsible for

collections in the group of branch houses of which he has charge.

And sitting quietly in an office on the fourteenth floor of the Harvester Building, overlooking Lake Michigan, is the executive of executives, the vice president, with his thumb on the button that controls this whole gigantic machine.

Through this final merging of three great departments into one man's control, sympathetic handling of dealers and farmers is assured and a harmonious, smooth-running organization that accomplishes maximum results with minimum friction.

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# Things I Have Learned About Selling Goods

By George H. Eberhard

President, George F. Eberhard Company, San Francisco

*The man who wrote this paper is one of the master salesmen of the age. He has spent many years selling goods on the road. He has managed a branch sales organization, and today is the directing head of what is said by many to be one of the most aggressive selling organizations in the country. You will be interested in this summing up of that experience taken from an address before a war-time conference of salesmen. While it is addressed to the salesman, it nevertheless embodies many helpful thoughts for a sales executive.*

On one of my trips, I met with an old salesman who was visiting a city in which there was a convention. In this particular town, the hotel was an office building made into a hotel and they put four of us into one room. Two of the party had a "thirst," so the other two—this gentleman and myself—had to do something (as we couldn't sleep), so we talked.

This old salesman, who was a very highly paid man for those days, told me he attributed his success to learning to control his thoughts about his work. He schooled himself to feel that he had no right to ask the house to excuse anything he did or did not do. He had no reason to write about complaints, because there was just one thing he was paid for and that was results. He said, "I could write the house tomorrow that there is a big convention here and I can't do business. I won't do anything of the kind. I will simply write my usual report and put down on the bottom, 'Convention in town, today,' and let it go at that." He said, "I think if you will follow this plan you can work to advantage and the house will think a whole lot more of you because you will get orders."

## What a Salesman Gets Paid For

I found that there was merit in his advice. It was to my advantage to hold the right viewpoint regarding my work. When I assumed a position of responsibility, I told the salesmen to keep their complaints to themselves. I think it is particularly important during the coming year to remember this plan, for there is going to be an opportunity for complaints and excuses. If you report the complaints and excuses, the first thing you know you have made yourself important and the house unimportant—thus you spoil your perspective and interfere with your own progress as a salesman who must GET RESULTS.

A salesman is worth what he produces or causes to be produced in the way of orders and nothing more. I have seen complaining letters that have been written by salesmen and department managers. The copies show how they have "ripped up" the home office. Now, I work differently. If there is anyone

to "rip up," I first "rip up" myself. It wakes me up to make good—and then only is it time to consider saying something to others.

A salesman or any other worker is valuable to the business in proportion to the thought, co-operation, and imagination that he puts into his work. In other words—it is so easy to get into a rut in selling goods. We have carried out a test here and I have carried it out in the past—time and time again—checking salesmen who when starting on a trip have, say, two dozen good selling points bearing on their proposition for the trade. I have had these men come in and checked up (after talking with them for hours) and found they didn't remember or use half their selling points.

## How Big Deals Are Put Over

*If you tell a certain story when selling goods, and gradually discard some part of it all at once, you are selling a man with a "22 Caliber" sales talk when you could shoot a "44 bullet" into him, so the result is that your trade is not thoroughly sold. There is one way to get around this and that is to keep your mind freshened up. You can get more out of the written things we send you than you can out of the oral instructions, if you will only read them over at regular weekly intervals.*

When I was East I had a number of things to take up with headquarters, so in order to have everything ready and to tell them what I wanted, I had to have the data prepared. While the other co-workers were out seeing the sights, I stayed in my room and read over what I wanted to talk about two or three times aloud, and when I went down to the office and told them what I had to say, I was prepared to answer any questions intelligently.

Before I tackle a subject, I arrange it all clearly in my mind. Men often think it is childish to do those things. Nothing is childish if you can get results and it earns you more money. I have reached a point in my own career where I am not bothered by the people around me. One can't be over-sensitive to the way one feels or looks to others, providing you have done your best to act and look right. You can't control them or your sales talk if you are

thinking what the other fellow is thinking about you. Keep your mind on your sales talk and get your prospect to do the same.

There is no profession or no calling more difficult than the profession of salesmanship, because it deals with the most important raw material—Human Nature. It doesn't make any difference what you know—it doesn't make any difference how hard you work. Unless you make the other fellow think about your proposition as you do—you lose. You've got to bring the other fellow to your way of thinking, and if you fail in making a sale, you are to blame. It is not because the other fellow is "ivory" and is not able to comprehend, it is because you are not able to direct your own power to make him see his "interest" in your proposition.

If you are willing to go into a store and sell a man watches, it must be because you think he can make money out of selling them. If you can so "paint the picture" as to get that message on the screen of his mind, so that he agrees with you, you have an order, and if you fail—it isn't the fault of the man you are talking to—it is your own fault. Still the average salesman will offer excuses for not making a sale. That is, he will excuse himself. The truth is he was not strong enough to control the situation and adapt his sales talk to the prospect's mental caliber or mood. Take a mental inventory and think of these few fundamentals. It is better to inspect your own mind or check it up, than to try and find fault with someone else or check up someone else's mind.

## Importance of Right Perspective

I can back-up my general statement. I will take any reasonable subject you suggest, and I will find a way to make each man in this room agree with me on it. I have done it several times on a bet. The last time I talked about this, I got everyone to agree on a subject that was hard but the proposition was sound and there was a way to get it by every objection.

If you will look on your customers as I had to, to win that bet, and like I did treat each as an individual (not all alike), you'll get most of them. I wouldn't tell a man that he needed some



watches when he didn't. It is a most wonderful thing to think of what you can do with 26 letters of the alphabet and the words they make. You can do more with these letters than you can do with money.

There is a great tendency on the part of salesmen to hesitate when doing things that will accomplish results. They approach a customer with a kind of feeling that they cannot sell him. In that attitude of mind no salesman can get an order, because he gets off the subject and the customer is conscious of what is in his mind and the feeling controlling him. If you come in a store with hesitancy in your thoughts, you show it. If you cannot go in and think that you will sell the man and feel that everything is all right, don't go in—wait until you have some nerve or courage. Courage is nothing more than a willingness to try. You can't do anything if you don't try. No salesman will be a success if he does not hold the right perspective as to himself, his trade, his line, and the institution he serves.

### See Yourself as This Salesman Sees You

A Shaw-Walker salesman sends us the following vitriolic comment inspired by a tabulation of reasons why salesmen fail, which appeared in the January issue of SALES MANAGEMENT. The tabulation in question was based on letters received from a number of our readers, in which they listed the reasons which in their estimation caused the failures in their organizations during the year 1918: "I send you a clipping from your magazine which is interesting to me indeed. I think as long as sales managers take the views expressed, they are poor prospects for any improvement. You will notice that they blame themselves for nothing. If they charged the item of 'lack of industry' to 'inefficient field work,' and then taxed themselves with their negligence in contributing toward a higher knowledge along these lines they might easily say this was 60 per cent instead of 30 per cent or double. If they taxed themselves with ten times 6 per cent for 'unable to withstand the counter-offensive of buyers' it would be nearer right and especially if they would charge themselves with a great deal of the blame on account of picking men of limited initiative or being unqualified themselves to give men training along the line of versatility and a stupid indifference to outside help.

"This heading simply spells not thinking of or not knowing the right thing to say.

"Then their repertoire is too small. They give 'went stale' 4 per cent. Forty per cent would be nearer right. What are they doing to overcome it? They charge this against the salesman, too, in its entirety. All this is way off. If the sales go up they are not shy about acknowledging that thanks are due them, but if there is lack of industry or lack of ability to withstand counter offensive on the part of buyers, or there is a staleness, they don't say a word. I would say they take life pretty easy and assume a low order or degree of responsibility. Just what do they put into the game?"

A SALESMAN.

### Brisbane on Making Your Advertising "Heard"

"If a man wanted to reach a crowd, as I am reaching this one," said Arthur Brisbane, the editor, to a gathering of advertising men in Chicago, "and asked the doortender how much it would cost for a whisper, and was told \$2, and then asked how much it would cost for a yell and was told \$10—and this man bought five whispers—no one would hear him.

"But if he invested in one yell everybody would know he was there. Use big type. Don't bury your ideas in whispers. To let them know you have something they want, you have to yell these days."

## Is This Your Problem?

WE are manufacturers of a high grade product sold principally to jobbers and manufacturers.

In many of the smaller cities in our territory there are so few users of our product that the cost of traveling makes it impractical to call on the trade with our line alone. For this reason we want to make arrangements to handle another line so that we can work the smaller cities. Briefly, the requirements of the line we want are as follows:

It must be a line that can be sold in small cities and towns.

It must be a line with repeat orders.

It must be a line that is not ordinarily sold thru jobbers.

The goods must be high grade and the house fair with us and the trade.

The line should need working three or four times a year.

We are located in Kansas and cover the States west of the Mississippi, not including the Coast States. We are well rated, and can satisfy you as to references, quality of our product and standing with the trade.

If your line fits our requirements, perhaps an arrangement would be mutually advantageous. In writing please give complete details of your line and state commission you can pay.

Address "E. K."

% Sales Management Magazine  
223 West Jackson Blvd., Chicago

# What Phase of Your Work Do You Most Enjoy?

*Every sales manager looks at his job through different eyes. There are a few who see only the money they get out of it. Others see the money they hope to get out of it. But the great majority of successful sales managers like their work because of some one phase of it that appeals to them above all others. Believing that you would be interested and helped in knowing what others liked best about their work, so that you can compare their views with your own, we put the question to several of our readers. Here is what they said:*

## The Sales Manager as a Builder of Men

By N. H. Williams

Sales Manager, Cushman Motor Works, Lincoln

To have an opportunity to guide men, to feel that we have been an important factor in their growth and development, is a high privilege which every sales manager should not only respect, but should recognize the responsibility devolvent upon him.

An architect designs and supervises the erection of buildings, some of which are large and costly, and in future years he may point with pride to those structures. Yet, after all, how totally insignificant do those achievements appear, compared with that of MAN BUILDING!

Looking at it wholly from a commercialized viewpoint, the large and costly buildings earn only a comparatively small income on the investment. They exert only an atmosphere and influence on the community in which they are located; whereas, human possibilities and earning capacities have no boundaries—their beneficial influences may be scattered over a city, state or states.

To see men absorb the suggestions advanced for improving their work; to note the successful application of those suggestions and the results obtained in increased sales—is it not, itself, enough to make the blood run a little faster in the veins of any live sales manager?

A sales manager, properly handling his men, has a closer and more intimate insight into their whims, their likes and dislikes, their weaknesses, as well as their strong traits, which in the majority of instances is deeper than the salesman himself realizes—these serve as guide posts in the handling of men.

A wealth of understanding of human nature is thus obtained which, correctly applied, means putting the needed suggestion to a salesman in the right way at the right time, thus making him the stronger and better.

To feel that you have had a part in influencing and shaping a man's career along the pathways of right living through right thinking, which reflects itself in his home life, in his value and service to society in general, certainly

brings a degree of satisfaction which looms large.

The above outlines briefly the big, vital and dominating feature in sales management that appeals strongest to me, and the reasons why I am truly glad and happy in being a sales manager.

## Helping Others to Achieve Success

By Lee A. Smith

Sales Manager, General Fireproofing Co.,  
Youngstown

The one phase of my work which particularly interests me is the study of the individual.

Salesmanship, of course, is looked upon as a profession for such it is. It follows, therefore, that salesmen may be looked upon as a group, but this is not a correct assumption. The greatest possible interest a sales manager can find is in the study of his men individually, for in each one, while he will find many characteristics which are the same, he will find in the makeup of each individual different traits which utterly prevent their being handled successfully as a group.

A careful study of each man by his sales manager means the biggest possible returns from the man himself if he is correctly analyzed. To one you must say—"this should be done"—and it's done. To another one—"you should go about this in your territory"—and he does. To the third you must say—"you do this at once"—and he does it. All three men do it well, but all three of them are of a different temperament. To one the suggestion is enough, to another the necessity of the thing is enough, and to the third, he must be told, but all are good men.

This may in a weak way serve to illustrate what I mean when I say that it is necessary to study every one of my men as carefully as I can that I may know how to approach them in order that I may receive the returns I request—the best they can give. I feel that many a good salesman has become very successful under the right man, or a complete failure under many because the sales manager did not understand him.

## Tying-Up Advertising With Selling

By Harry J. Winsten

Sales Manager, The H. Black Company, Cleveland

The one phase of it which particularly interests me is digging down deep, clear to the consumer and then from that point working back to our product with the one special effort to see how we can tie together more closely national and local advertising with sales effort.

I do not think that I lose sight of this one phase of my work at any time. No matter what the other problems may be in our business, as far as I am personally concerned the solution must impinge upon the broader constructive problem.

In applying this principle, I have found that the retailer and our own salesmen bring success most securely to themselves, insofar as they endeavor to emphasize the relationship between advertising and selling.

I am more than ever sold on the principle that consumer acceptance for the masses and authoritative demand by the classes is the answer in tying-up advertising and selling.

## Scientific Methods Instead of Guess Work

By Martin L. Pierce

Merchandising Manager, Hoover Suction Sweeper Co., Canton

The one thing that possibly is of more interest to me at this time than any other is results which we are securing from our sales school.

We are taking men with high class personal qualities but with absolutely no selling experience. Many of these men, after going through our sales school, are going out into the territory and from the very first week are matching up their sales, dollar to dollar with the "Old-Timers." This has not happened once or twice but is being repeated over and over again.

It has demonstrated to us conclusively that there is a science in marketing our product and that the more perfectly we can work out the details of instruction

# Sales Management

for our students, the higher type of results they will be able to secure when going into the various territories.

A second item which is of interest to me is that these men get the same results regardless of where they go. Men going into the southern states check up just as consistently as the men who are located in the middle west or in the east.

To illustrate, we might give one specific instance. A man forty years of age who has been, for years, a music teacher in an Ohio University, desired to make a change. After leaving the school he went into a town of 10,000 and from the first week produced a top-notch volume of business.

## Favors Sales Managers' Clubs Getting Together

I read with considerable interest your editorial upon the need for a strong, national Sales Managers' Association. I, for one, heartily agree with you and believe there are thousands of sales managers of like opinion.

Unfortunately for us sales managers, whereas we pose as organizers of sales forces, we have not as yet been able to organize very many strong local sales managers' organizations, and we have also failed several times in establishing a national organization.

As you stated, there being approximately 50,000 sales managers in this country and Canada, there should be available a group of men who would volunteer to formulate a real national or international association.

I, for one, desire to volunteer my services for whatever they may be worth in this direction. As a member of other organizations, which are affiliated with either a national or an international association, I, as well as others, can prove that in order to make each individual or home organization strong and effective, and recognized in the community as a factor, it is very important that it have the backing of an international or national association by its becoming affiliated with such a body.—Carl E. Rosenberg, Los Angeles Sales Managers' Association.

## It Makes a Difference Who Asks the Question

An executive of one of the oldest and biggest candy concerns made a trip around among a good number of his dealers not long ago. He had several questions that he asked all of them with reference to the company's advertising and promotion plans. He was gratified to find that all the dealers shared his views on the points discussed. When he returned home he sent for his advertising-agency man and made it emphatic that the dealers wanted something quite

different from the plans that had been followed for some time. One of the recommendations was so greatly at variance with what candy retailers generally preferred and so contrary to good merchandising practice that the agency man did a little thinking on his own account. He prepared a simple but interesting questionnaire and sent it out from a source that no one could possibly connect with the candy manufacturer.

No, the agency man wasn't surprised at the answers received. He had been through the mill before. The dealers, when they answered questions entirely on their own ideas, expressed views that were diametrically opposed to those which they had given the candy manufacturer. The truth of the business was

that the candy manufacturer had unconsciously put in the mouths of the dealers the answers he wanted them to give. He had listened merely to echoes of his own peculiar views. He was big enough, by the way, to admit good-naturedly that he had badly bungled the job of investigating dealer conditions and preferences. —S. ROLAND HALL.

"I am very much pleased, indeed, to find that SALES MANAGEMENT is being very much appreciated by all of my Sales Executives. This morning's mail brings a letter from one of them containing this statement: 'This is a great magazine and I would dislike not to have it.'"—W. J. Marr, Sales Mgr., The McCaskey Register Co.

## Don't you want a new mailing list of good prospects for your Business?

We furnish them. Ask for our Silent Salesman No. 94 for April, 1919. It's free, showing about 3,000 classified mailing lists, the number in them and the price. Here is a sample of how they run. Any list you want; we have it.

153—Aeroplane Mfg. and Aviation Supply Dealers.....	\$ 2.50	5,592—Auto Truck Dealers, Per M.....	\$ 4.00
6,848—Academies, Colleges, etc., Per M.....	4.00	150,000—Auto Truck Owners, U. S., Per M.....	7.50
204—Acetylene Town Plants.....	1.50	3,395—Bakers and Confectioners, U. S. and Canada (Whol.).....	6.50
198—Acid, Liquid Carbonic Mfrs. 1.00		29,512—Banks, all kinds, Per M.....	3.50
1,042—Advertising Novelty Mfrs. and Jobbers .....	5.00	465—Bedding Mfrs.....	3.00
3,736—Agencies, Collection in principal cities .....	12.00	149—Belt Dressing Mfrs.....	1.50
7,937—Agents' Manufacturers, Per M .....	3.00	76—Belting Mfrs., Rubbers.....	1.00
1,009—Agric. Implement Mfrs.....	5.00	111—Billiard Table Mfrs. and Bowling Alley Bldrs.....	1.50
4,735—American Millionaires, Per M .....	10.00	274—Billiard Supply Houses.....	2.00
535—Amusement Parks.....	4.00	53,599—Blacksmiths, Per M.....	3.50
25,097—Amusement Places and Theatres, Per M.....	3.50	37,328—Booksellers and Stationers, includes all stores handling same, Per M.....	4.00
44,905—Auto Dealers, Per M.....	3.00	5,100—Booksellers, Excl., Per M.....	3.00
8,102—Auto Dealers, Ford.....	20.00	28,923—Boot and Shoe Dirs., Retail, Per M.....	3.50
47,117—Auto Garages, Per M.....	3.00	35,000—Breeders of Live Stock, Per M .....	3.50
404—Auto Mfrs. U. S. and Canada .....	3.00	47,276—Builders, Contractors and Carpenters, Per M.....	3.50
4,675,305—Auto Owners, Per M.....	2.50	1,220—Butter and Eggs, Whol.....	4.00
1,737,485—Auto Owners, Ford, Per M .....	2.50	38,000—Cigars and Tobaccos, Retail, Per M.....	4.00
44,953—Auto Repairs, Per M.....	3.00	3,205—Confectioners, Wholesale, and Mfrs.....	6.00
56,111—Auto Supplies, Per M.....	3.00	4,268—Consulting and Mechanical Engineers .....	10.00
1,505—Auto Supply, Wholesale.....	5.00		
1,693—Auto Tire Vulcanizing Companies .....	5.00		

P. S.—These are times when you can get new business by direct advertising at one-eighth the cost of traveling salesmen. Ask for our Literature now. You will receive others besides the Silent Salesman that will be most valuable to you.

We have been furnishing Mailing Lists for 36 years and have over 5,000 customers all over the United States. Our Mailing Lists are typewritten, show Financial Ratings in dollars, and are all 1919 compilations.

## TRADE CIRCULAR ADDRESSING COMPANY

Established 1880 164½ W. Adams Street CHICAGO Telephone: Franklin 1182



# Curing Salesmen of That "What's the Use" Feeling

By Maxwell Droke

Manager, Dealer's Promotion Department, Palmolive Co., Milwaukee

*The two prominent characteristics of the Palmolive sales organization are (1) its responsiveness to home office guidance and (2) the firm conviction of each member that the Palmolive people are mighty good folks to work for. Such a feeling makes for big accomplishment, and in this article Mr. Droke tells how such a corps spirit may be built up. Mr. Droke will be recalled as the author of "Hearts, Harps and Humans" and other books. His sales experience has been acquired with such firms as the Remington Typewriter Co., Thomas A. Edison, Inc., Sherwin-Williams Co. and others.*

I met him at a typical small-town hotel in a little one-cylinder Indiana village. He asked for a light. I passed him my cigarette. That started the conversation.

And because we both proved to be intensely interested in the subject, we fell to discussing salesmanship and sales methods. He was selling a well-known line of automobile trucks. "I'm with the best concern in the world," he told me before we had talked five minutes. And to prove his statement, he reached into an inside coat pocket, extracted a bit of crumpled yellow paper and passed it to me with this explanation:

"A couple of weeks ago, up at Terre Haute, the 'flu' got me—got me bad. There I was stuck at a hotel, about the most miserable creature you ever laid eyes on. Well, I wired my chief. And here is his reply."

I unfolded the sheet and read:

"Sorry to hear you are sick. Better go home and rest up soon as you are able to travel. If you need money, telegraph. Anything I can do to help, you know my address."

The message was signed by the firm's sales manager, and he did a mighty big day's work the morning he dictated those four sentences. It cost the company possibly fifty cents to send that telegram. A better investment would be difficult to find. For those simple, sincere words kept a high-powered salesman "sold" on the organization at a critical time.

That kindly little human act brought direct returns out of all proportion to the time and effort involved. Why, the very evening I met the motor truck salesman he was waiting up to catch a midnight train, on what he termed a "rush call." He

would have to ride all night and tackle his prospect bright and early the next morning—Saturday morning, at that. But was he complaining? Not at all. His only comment was, "I'm just afraid someone else will beat us to the order." Don't overlook that "us." It's significant. When a salesman talks that way, you're safe in betting that an offer of a ten or twenty-five dollar a month increase in salary from a rival concern won't induce him to leave his present connection without a lot of deliberation.

Back in my kiddish days, when I used to clerk in Uncle Fred's drug store, I gained the impression that a Knight of The Grip had about the easiest and most wonderful job in the known world.

That was before I fared forth with a sample case and my most cheerfullest grin. I soon learned that my mental picture of the Typical Traveling Salesman was due for some decided alterations.

I have spent half-a-dozen years in sales work. The farther I delve into the game, the more thoroughly I am convinced of the absolute necessity of a frequent and consistent "correspondence handclasp" from the home office to the man on the road. I don't care in what form it comes—letters, sales bulletins, house organs. But that human element,

that personal touch is absolutely imperative, if the salesman is to reach his maximum efficiency.

The average high-grade salesman is temperamental. There's no getting around that fact. He is flighty and easily discouraged. The salesman who can work day after day and smile throughout every waking hour is a dub, and I wouldn't hire him on a bet. The real salesman has to have sand put into his craw every few days.

But it must be the right kind of sand. The trouble with a heap of this so-called "inspirational" dope for salesmen is that it doesn't inspire. It disgusts. Unless a sales message actually helps a salesman to go out the next day and sell more goods, it isn't worth the postage. And how many bulletins measure up to that standard? Ask your conscience.

Many times I have been asked how to write sales messages that will "sell" the organization to the salesman; that will help him to make more sales. And I always answer with three "Be's"—Be frank. Be human. Be natural.

And the greatest of these is "Be natural." Get a mental picture of the way things used to go when you were on the road. You have been out all day calling on the retail trade. No orders. You've got the indigo blues. Stranded in some little town. Nothing to do. You saunter up to the mail desk—remember that experience? Well, just consider the kind of a letter you would have been glad to get under those conditions. Then sit down and write that kind of a letter. It will be a winner. I know.

Every real salesman has his eye on a better job. He wants to move up. One of the most potent factors in keeping our men sold on the sales



organization is the fact that we make all promotions, where it is possible to do so, from the ranks. Every time a salesman moves up a notch, the other men get a bulletin. Here is a typical house organ article that proved particularly successful:

### Home Office Folks are Watching You

I know just how it goes, fellows: You're about a thousand miles from the Home Office, in the toughest territory a white man ever had to make. The day before you reached your last town all of the dealers got together and signed in blood not to buy another dollar's worth of soap or toilet articles for a million years and ten days extra.

It's eight a. m. and raining—or maybe snowing (preferably both). You have about as much pep as a dead doornail. And you couldn't even find Ambition in the dictionary. Being in a likely mood, you start out on a little adventure in Pessimism, and wind up by asking yourself if the game is really worth while. "Oh, what's the use?" you ask. "These hard licks I'm putting in don't get me any place. Nobody's watching me."

But you're wrong—dead wrong. Somebody IS watching your record—half-a-dozen Somebodies, to be more exact. Your District Manager never lets a day go by without knowing just how you are measuring up. And out here at Milwaukee—. Well, if you were to drop in at the Home Office some morning you'd see for yourself. Going over Daily Reports is a part of the regular program here, half-a-dozen days in the week. The high-up executives at Milwaukee are watching YOU. And don't you forget it.

The Palmolive Company employs us to sell goods. The more we sell, the more we are worth to the firm—and the more money WE are going to make. An extra sale scrouged into each day will mean an increase in salary, just as sure as you are born.

If you doubt that the work of each salesman is being watched, just stop and consider the positions that this organization has filled from the ranks. Where do State Managers come from? And District Managers? When there's a big job to be filled at Milwaukee, who gets it—a Palmolive or an outsider?

The Palmolive organization needs more big men—super salesmen. We can't get enough of them. YOU are being watched.

Clip out this article and keep it. Read it over again every time you get that "What's the use?" feeling. It will do you a lot of good.

I know that we are getting the co-operation of our salesmen to a greater degree than ever before, through human sales messages.

No man can respect himself or have that sublime faith in himself, which is essential to all high achievement, when he puts mean, half-hearted, slipshod service into what he does. He cannot get his highest self-approval until he does his level best. No man can do his best or call out the highest thing in him while he regards his occupation as drudgery or a bore.

Under no circumstances allow yourself to do anything as a drudge. Nothing is more demoralizing. No matter what our task may be, if it is necessary to be done it is full of interest. It is a question of the attitude of mind in which we go to our task.—Orison Sweet Marden.

## Some More Letters That "Brought Home the Bacon"

By Cameron McPherson

*One of the troubles with most writers of sales letters is that they drift into a rut. It is easy enough to go stale in personal selling, but a heap easier when your selling is done in an envelope. The easiest way to keep from going stale is to familiarize yourself with what the other fellow is doing, not that you want to steal his thunder, but just to know about what is going on. This article comes in that category.*

The other day I met Norman B. Hickox, sales manager of the National X-Ray Reflector Co. He was in the height of good humor over the success of a letter campaign that was beginning to show speed in the way of results. Being interested, like yourself, in any sort of a sales letter that tears the lining out of a buyer's pocket book, I got him to tell me about the letters, and I am going to pass the helpful portions of the story along to you for what they may be worth.

### Playing Up the Profit Appeal

In the first place you should understand the problem. The company makes a very powerful reflector used largely for show-window lighting. *But it doesn't sell reflectors.* It sells what Mr. Steffey of the National Cash Register Company would call "functions." It gets out a book on show window lighting that would put any \$5.00 window lighting manual to shame. It does a lot of other equally spectacular things designed to sell the better window lighting idea to merchants. But it has difficulty in planting the "functions" idea in the minds of the big distributors who deal with the dealers who, in turn, sell the reflector users. To these big distributors the X-Ray Reflector is just another "reflector"—they see only so much material. They cannot see the profit that lies concealed in the reflector unless somebody literally takes them by the hand and leads them to it. That is exactly what Mr. Hickox did in this particular campaign.

The campaign consisted of nine letters, divided as follows: Three letters to go out on the distributor's letterhead to his preferred dealers; three letters to go out on contractor-dealer's letterhead to names on his prospect list; three letters to go out on the National X-Ray Reflector Company's letterhead to names on the contractor-dealer's list, each letter complete with all necessary enclosures and order blanks.

This entire series was prepared in advance and put up in the form of a portfolio. A paster was attached to each letter explaining its relation to the campaign. On the cover of the portfolio

was pasted a great red label "\$600." This was the keystone of the campaign. Not only was it printed on the cover, but every page carried the mystic figures shouting their profit story. The tie up to the key figure, as it might be called, occupied the first page of the book. It did not take up much space, but it carried a big suggestion to the distributor, which was effectively kindled into interest by a few figures on the next page. These figures showed that by selling X-Ray reflectors for one hundred show windows the distributor will make a profit on the reflectors alone of \$600 to say nothing about the wire and other necessary supplies. Then with the desire to make \$600 crystalized in the distributor's mind, the next page tells him "How to Do It." No long drawn out selling plan is presented. Six simple suggestions are tabulated on this page. The company provides practically all of the ammunition to carry out the plan, making it a simple matter to start the ball rolling and the \$600 coming into the cash register.

### Don't Bury the Big Idea

So much for the plan. Now let's take a look at the letters, which after all are the main element in the campaign. What do we find in them that makes them pull, when so many campaigns of this type fall down? What is there about them that might give us a possible suggestion for using in our letters to distributors and dealers?

For one thing, the same challenging profit-note runs through all the letters that characterizes the portfolio and the plan. Take, for example, the first letter to the contractor-dealer prepared for the distributor to mail out on his own letterhead:

Dear Sir:

We want to help you get some show window lighting business. There isn't a better time than right now.

When we made arrangements with the manufacturer to assist us in selling one hundred good show window lighting jobs, we were thinking of you, and planning that you would help us, in your town—incidentally pocketing a profit for yourself.

Take your notebook and pencil, and walk through your business district some evening, soon. Jot down the names and addresses of the stores and shops where you find gloomy and unattractive window lighting.

Send us the list, and we'll do the rest. We'll see that each prospect is mailed sales letters and literature and that you are advised when it goes forward. The manufacturer will write letters for you on your own letterheads, or on special ones like that enclosed for you to sign and mail.

Of course, you will find several show windows which can improve their lighting by installing X-Ray standard show window reflectors, and where the job is a difficult one—where you are in doubt as to the proper reflector, or the location of same, you can secure help, without charge or obligation, direct from the National X-Ray Reflector Co., Chicago.

We've completed all details—have a good stock of the reflectors right here for quick delivery—so let us hear from you soon.

Yours very truly,  
Wide Awake Electrical Supply Co.  
Sales Manager.

P. S. There is no cost to you—just the postage on the series of three letters to your prospects.

I will admit that there is nothing clever about this letter. But therein lies its strength. Business is a serious matter to the average electrical contractor, and if you want to loosen the clasp on his pocket book you have to show him. More than that, you have to indicate just exactly what he is to do after he is shown. Both of these principles are included in this letter.

Leaving the letter to the contractor, let us examine the copy suggested for the dealer to send to his list. What do we find in the way of a suggestion here:  
Dear Sir:

The crowds, like moths, follow the path of light. Does the path lead to YOUR store?

Do your show windows "Stand out" ahead of those on either side at night?

Competition is keen—and the merchant of today must rely on volume of business for his success.

Why stock your shelves with attractive lines, if you cannot properly display them to the public?

Are you getting the most light for your money? Does your window display COMPEL attention after dark?

X-Ray reflectors, the show window searchlight, are the most powerful and effective reflectors made.

If you are not using them, you should be.

'Phone us today, or drop us a line and we will have our representative call.

Yours very truly,

The treatment of the opening paragraph is especially good. It states a fact which the recipient knows to be true, in a gripping way, and then ties that fact up with the reader's personal interest. "Does the path lead to YOUR store?" If you were a store-keeper wouldn't that make you think? And then comes the appeal to pride: "Do your show windows 'stand out' ahead of those on either side at night?" Is it any wonder that this letter is bringing home the bacon? Notice, too, that the letter quite properly confines itself to selling the functions of the product, the detailed description being conveyed in an accompanying printed enclosure. Many sales letters miss fire because they attempt to describe the product, as well as sell it, in the same letter. This entails a long drawn-out letter, which on

its face is repulsive, and it is not possible to describe a thing as effectively in typewriter type as it is with skillfully arranged print type.

Another interesting angle to the plan was the enclosing of a "Specification Sheet" with the letters for the merchant to fill out and mail to the manufacturer. The purpose of this blank was to relieve the contractor-dealer of the need of figuring out the proper reflectors to use and the way they should be located to insure best results to the buyer. At the same time this device placed at the customer's disposal the very best window lighting engineering service available. Thus it not only provided a starting point making it easy for the dealer to take action on the letter, but also insured a full percentage of satisfied customers after the installation had been made.



## Mr. Carnegie Knew!

"You cannot push a man up a ladder," said Andrew Carnegie, "unless he is willing to do a little climbing himself."

And you cannot push an idea into the mind of a man until he is willing to receive it.

I make little "dingbat" cartoons that tell your story at a glance. They make men smile, and when a man smiles he is wide open for conviction. They bring results, and the cost is trifling. I would like to make some for you.

JOHN G. BLISS  
10 High Street, Boston, Mass.

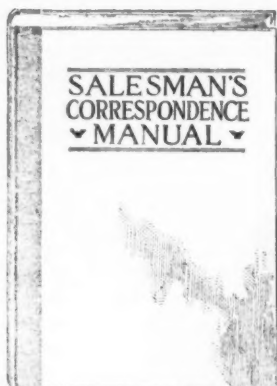
Telephone Fort Hill 4690



## Four Ways to Get a Line on Your Real Customers

By Austin A. Bardwell

*The man who wrote this article has had a wide experience as a merchandising investigator. He has lately been engaged in making a survey of the hospital market, and his work has carried him to all parts of the country. This article is a by-product of that work. It singles out a weak spot in many sales campaigns and attempts to prescribe a remedy. Even though you may not approve of the remedy, you will enjoy the article.*



### Your Salesman's Daily Letter

is the most important single thing that he sends to the office—excepting orders.

The right sort of letters enable you to keep in close touch with your men, to correct their shortcomings, to develop their points of strength, and to build up a better and bigger organization. You should encourage your salesmen to write close, intimate letters to the office.

The Salesman's Correspondence Manual was brought out to meet the very need Mr. Jones has in mind—the need of something which would “sell” the salesmen on the advantage to them of making regular and informative reports to the office.

#### Contents:

Value of Reports to the Salesman  
Making Letters Easy to Read  
Doing Away with Useless Words  
What the Office Wants to Know  
Information a Good Report Conveys  
Getting the Credit View-point  
Something About Advertising Reports  
Handling Complaints  
General Sales Letters  
Ten Tests for a Sales Letter  
Advance Letters for Salesmen  
How to Make Out Orders  
Letters to Help Customers, etc., etc.

Over 185 subscribers to the Dartnell Monthly Sales Services co-operated in the preparation of this 100-page manual. It is filled with concrete examples showing the value of proper correspondence with the office and customer. There is a chapter on general sales letters of great value. It is equally helpful to the salesmen selling one item over and over, or the salesman raveling ten trunks.

Single Copy price \$1.00  
On Approval

**THE DARTNELL CORPORATION**  
223 WEST JACKSON BLVD., CHICAGO

I know of a general manager for a New England clock company who would give a good deal to have the names of the dealers who sell his clocks. He wants to put out a new product. His regular jobbers don't warm up to the idea of handling it. The clock maker will have to bring pressure to bear on the jobbers from his dealers, but he doesn't know who his dealers are! And the jobbers, quite naturally, won't tell. A surgical device house feels that a service campaign to users of their instruments, outlining new uses, would make boosters. All it needs to put the plan into operation is a list of users. But the agents who control the sales are taking no chances. They won't tell. So what is the poor sales manager to do?

#### The Twinplex Razor Plan

At first thought it might seem that the method commonly used by automobile makers might be whittled down and fitted to the need. But their problem is simplified by the fact that exclusive agencies are given in each territory, so that the competitive element does not intervene. Even in this case, however, it is probably true that the automobile makers have trouble following their old cars through the various ownerships which mark their career in later years, though orders for parts are usually accompanied by the number of the chassis and the name of the owner.

The manufacturers of the Twinplex razor blade sharpening machine appear to have solved the problem satisfactorily, though whether it would work in all cases is a question. They give a ten-year guarantee with each machine, which retails for \$5. In order to be effective, a purchase record must be signed by the consumer and the dealer and returned to the general offices in St. Louis.

There is another stimulation of effort along this line. The manufacturers award prizes, ranging in value from a few dollars up to several hundred, to the retail salesmen who make the best showing in number of Twinplex machines disposed of. Note that the prizes are given, not to the merchants, but to their clerks. The result of this contest is that the men behind the counters are strong pushers of Twinplex, and take a lot of interest in demonstrations.

In most cases a retail salesman is not particularly combative when doubt is expressed as to the merits of a trademarked product. He has been educated to expect definite calls for the goods, and to sell without debate. If the customer isn't fully sold, he doesn't attempt to dissipate any lingering doubts, but leaves that to the manufacturer to accomplish through the advertising.

Twinplex, however, has secured an enthusiastic support from salesmen that is decidedly unusual. The writer was in a hardware store recently examining one of the machines. Some question was expressed regarding the ability of the device to do the work. The salesman immediately started a canvass of the whole subject that included some facts regarding the length of time the product had been on the market, the number of machines sold and the ten-year guarantee which the makers gave with each Twinplex sold. The canvass was so unqualified in its assertion of quality and reliability that the sale was closed.

#### Getting the Clerks on Your Side

While completing the details the clerk remarked confidentially that he expected to land one of the big prizes this year, and spoke of the automobile and other desirable awards recently given out on the basis of 1918 sales. He added that “the boss” had no objection to the salesmen pushing Twinplex business, since every sale meant additional profit for the store.

In the farm implement and tractor business, where many new mechanical devices have been successfully marketed during the past ten years covering everything from potato diggers to cream separators and from washing machines to silo fillers, it is obvious that the manufacturer needs to know the names of individual farmer-owners. However, here again the question is simplified by the fact that exclusive agencies are generally employed, making it an advantage for the dealer to supply information regarding his prospects and customers to the manufacturer for co-operative work.

In fact, much of the sales promotion in this field is done by and at the expense of the manufacturer, both through direct advertising and salesmen. Many of the salesmen of the manufacturing

company work with the dealer, following up his prospects and handling the closed sale through the retail store. This enables the manufacturer to keep a very close check on the identity of the persons purchasing his product.

One business where no such effort is undertaken is talking machines. This is a product which requires more attention mechanically than one might suppose, and service along this line is important. Furthermore, the record business is so large that the casual observer might figure a certain advantage in having the names of actual users of machines.

The extent of the advertising done by the leading manufacturers of machines and records, however, is sufficient to keep all users well sold on the value of their possessions and the importance of buying new records. The field is fairly blanketed with the publicity work, and hence attention to individual cases is unnecessary. That is one function of advertising which is more valuable than is generally realized. It not only reaches out for new prospects, creating a desire that will be reflected in demand on the retailer, but it influences the sentiment of present users, making them feel that they have bought a highly desirable, worth-while product, and keeping them satisfied with it in spite of occasional dissatisfaction such as may be experienced with any product.

#### Is This the Answer?

This, it seems, may be the final answer to the problem of the manufacturer referred to at the beginning of this article. He has recently extended his advertising campaign, increasing the number of mediums, and now plans to include in his copy a message directed to present users, and intended to develop correspondence with them. Direct mailings will also be employed, partly to sell new customers and partly to locate old ones.

The trouble this concern is having in following up its sales is in a way proof of the soundness of the methods employed by another specialty manufacturer whose product is sold entirely through his own sales organization. There is no middleman, but every sale is made direct, and the company is therefore constantly in touch with all of those who have bought since the machine was first put on the market.

The contention might be made that maintaining a large force of salesmen is too expensive for the concern of moderate size and financial resources to consider. However, many specialty houses operate on a commission basis entirely, and the salesmen pay their own expenses, so that if the manufacturer is able to create an organization his selling problem is taken care of.

## Using Old Customers to Get New Ones

"Suspects and Prospects," says one advertising and sales manager in classing names sent in to him by customers. When people merely guess that their friends would be interested in buying a new stove or a set of books and don't bother to give specific information or try to interest their friends, the names fall within the class of "Suspects" and are hardly likely to be worth following up. So in getting new customers through old customers, this manager follows the plan of asking four questions of his old customers: "Has the person named seen the article in question?" "Has he expressed an interest in it?" "Is he able

to buy it if he concludes that he wants it?" "Will you help us make the sale?"

It should be remarked that the company in question gives a small premium for the name of a good prospect, which of course increases the tendency to send suspects. But when these four questions are answered, the concern is fairly certainly assured of the prospect. It thus avoids sending its salesmen on many wild-goose chases. One of the easiest ways to kill any advertising or merchandising plan is to encourage idle inquiries that not only waste the time of salesmen or dealers and discourage them but lead them to that easily formed opinion that all inquiries are from people moved by curiosity or looking for something for nothing.

## Mrs. Lucinda W. Price Urges

the members of the National Retail Dry Goods Association to work for the teaching of salesmanship in the public schools. Most manufacturers and merchants will wait serenely for this idealistic day to arrive. The foresighted ones will make use now of my weekly BETTER SELLING (Retail) BULLETINS as an effective way of reaching and stimulating retail dealers and salespeople.

A good number of progressive concerns are already doing this. Half a dozen have subscribed for my service just to have the privilege of reprinting some of the BULLETINS in their house organs or store papers. May I send you specimen BULLETINS and full particulars?

*S. Roland Hall*

College Hill  
Easton, Pa.

# Sales Management

A MONTHLY JOURNAL  
in the Interest of Better Marketing

## THE DARTNELL CORPORATION

*Publishers also of*

Books and Reports for Sales Managers and Salesmen;  
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*Member: Chicago Association of Commerce; American Chamber of Commerce in London; Chicago Sales Managers Association.*

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VOLUME I

NUMBER 9

This Magazine maintains no free lists of any kind.  
To receive it regularly you must be a Paid-in-Advance  
Subscriber in conformity with Post Office Ruling.

### Are the Wholesalers Cutting Their Own Throats?

The growing tendency among manufacturers, particularly in the food product field, to sell direct is being viewed with frank alarm by wholesalers all over the country. Since the signing of the armistice this tendency has been especially pronounced. Hardly a week goes by but what some sales manager does not ask us for information on this point.

We have talked with many of our friends in the wholesale field about it, and invariably they blame the manufacturer. They talk of a manufacturer who attempts to sell direct as one talks of a second story worker out after your bank roll. What they don't seem to understand is that manufacturers do not sell direct from choice. There is only one reason why a manufacturer clutters up his office with a host of petty accounts and burdens his sales department with an endless task. *That reason is the wholesaler.*

The plain truth is that, with a few exceptions, most of the wholesalers in the country are riding to a fall. They have permitted themselves to drop into a rut. They are so interested in getting this year's profit that they totally lose sight of profits for the next twenty-five years. It is the realization of the average wholesaler's blind disregard for the future that is causing manufacturers to attempt direct selling in spite of its costliness and inconveniences.

As we write we have before us a letter from the sales director of a widely advertised breakfast cereal. Like many others his company is considering direct selling. Why? Because it hopes to save money? No, indeed. But because it fears that unless it takes things into its own hands it may find itself with a big plant and no market.

"The retailer must be made a better merchant, or the independent grocer will soon become a thing of the past," he writes. "Chain stores, cash and carry stores and similar institutions run on a scientific basis will force him out of business. Under our present methods of selling we don't even know the names of the grocers with whom we do business. We cannot educate them even if we would. But the wholesaler, who has even more at stake than we have, *must*. Up to the present time the wholesale grocery salesmen have been principally interested in loading the retailer up to the hilt without any regard as to whether the retailer should have the merchandise or not. Yet these same salesmen are unable to understand why the chain stores are making such inroads into their business."

Of course, there are ways in which a manufacturer may do this educational work, and it is possible to get a list of dealers, but that isn't the point. The point is that it is high time manufacturers and jobbers put their heads and pocketbooks together and work out some practical plan for safeguarding tomorrow by making better merchants today.

\* \* \*

### Multiplying Results by Multiplying Ideas

In his very able book: "Scientific Selling and Advertising," Arthur Dunn, who will be remembered as the sales genius who put over Washington Crisps, makes the point that the more ideas you feed a salesman the more business he will invariably produce. He does not expect the salesmen to use all the ideas that he passes on to them, but the constant flow of ideas serves as a needed stimulant to a tired brain. "I pass along to the entire organization," he says, "the successful experiences of my force that come to me from day to day. I want a two-hundred man-power machine."

We are positive that the many other progressive sales executives who are doing as Mr. Dunn did will agree most heartily. But we cannot resist the temptation to inquire: "Why stop with a two-hundred man-power machine?" No matter how successful a sales organization may be, it cannot have a corner on *all* the good selling ideas. While you are passing along the successful ideas of your own salesmen, why not include those of other "live wires" outside the organization?

We should not allow ourselves to get into the habit of thinking altogether from the inside out. Let us remember that many of the biggest ideas came from the outside. Berliner, who invented the disc talking machine and the transmitter of the telephone, was a



# Sales Management

retail clothing merchant. Porter, inventor of engines, was a lawyer. Fulton and Morse were artists. Eastman, creator of the Kodak, was a bank clerk. Ingersoll was not a watchmaker. The sales organization which shuts itself up in its own little world, and closes its doors to outside ideas, is on a par with some of our good friends who think that the United States begins and ends at the Hudson River.

\* \* \*

## Make Your Business Library Earn Its Keep

Some sales managers seem to have the mistaken idea that the value of a business library is measured in terms of number of volumes. We hear much about the "wonderful" business library of the National City Bank with its 20,000 business books, and of the Metropolitan Life Insurance Company's 19,000-book library. But the number of volumes is of small matter unless the information these volumes contain is put to work making money for the concern that bought them. We venture the opinion that the smaller, but more carefully chosen libraries of the United States Rubber Company and the American Writing Paper Company are much bigger dividend payers than either of the first mentioned.

The best ideas ever conceived are worthless until they are put into operation. A man with one idea *working*, is far more valuable to a business than a man with 19,000 ideas buzzing around in the back of his head. The same is true about business libraries.

\* \* \*

## This Is No Time For Muddling Through

The decline of Herbert Asquith as a political factor in British politics should serve as an object lesson to those who guide the destinies of a sales organization. Asquith, like some sales managers we know, failed as a leader because temperamentally he was a drifter. At the time of crisis when the nation looked to him for some clean-cut, definite policy, he had nothing to offer beyond "Wait and see." It is inevitable that such a leader, no matter how many other fine qualities he may have, must fall, because the first essential of a successful general is the ability to inspire his staff and army. Asquith lacked this quality. And we fear that the same could be said of many business enterprises. At least twenty-out of every hundred concerns selling through salesmen are drifting about without any definite policies governing their relations with the trade and public.

The first need of a successful selling force is a set of carefully thought-out working policies, backed by a sales manager who has the necessary qualities to put those policies into operation. Anyone who thinks he can muddle through the next ten years of business, as Asquith muddled through the first two years of war, is due for a rude awakening.

## It Looks Like Another Busy Summer

There will be little rest for the weary sales manager these coming dog days, if we may judge from prevailing indications. For one thing both consumers and dealers are beginning to understand that the so-called "abnormal prices" are not abnormal at all, but almost normal when viewed in the light of increased wealth. The real money in circulation in this country has increased 73 per cent since August, 1914, while the average increase in the wholesale price of all commodities has only been 72 per cent, according to dependable statistics. Even a school boy knows it is the supply of money, real money that is the measure of all values.

For the past four years everybody has been waiting for prices to come down. The hope for lower prices has acted as a great dam which has been holding back business. Behind this dam the waiting building projects, depleted stocks, and other suspended business activities have been accumulating with increasing weight, until today they assume flood proportions. For several months the dam has been wobbly. But the last prop, the government's effort to force down the prices of steel and lumber and coal, has been cut asunder by demobilization of the would-be price fixers. The dam is giving way. By the time we are ready to take that much needed trip to the North woods the flood will be upon us in full force.

We are in for a turn of hard work, and there is no use of our trying to figure it out otherwise. The period immediately ahead will be a period of tremendous activity. Giant advertising campaigns will be planned. Dealer-help programs will be mapped out and launched. Sales organizations will be remade and completed. Territories will be redivided. New plans put into operation. There will be little time for fishing parties and golfing expeditions. But there is one satisfaction, we should come out of this preparatory period into one of the greatest eras of prosperity that this country has ever known. The business is here as it never was before. It will be waiting for the man who got the early summer start.

\* \* \*

## Lynn G. Wright

The sad and untimely death of Lynn G. Wright will prove a direct loss to all of us engaged in sales and advertising work. For ten years, as managing editor of *Printers' Ink*, Lynn Wright worked intelligently and resultfully for the betterment of advertising. In those ten years *Printers' Ink* has developed from a mere organ for the vested interests of advertising to a position of world leadership. And in and out of the warp of that accomplishment is woven the sterling manhood and magnetic personality of its managing editor. His kindly sympathy, tact and unselfishness won for him a place in the hearts of all who knew him, and have builded him a monument that will perpetuate his name.

## Some Points About Sales System and Records

By J. George Frederick

*This is the fourth of a series of condensations from Mr. Frederick's forthcoming book on sales management practices. Preceding articles have dealt with handling competition, use of the point system, and factors in fixing territorial quotas. Next month's article will discuss methods of increasing sales call efficiency. This will be followed by an article outlining the application of the budget plan to sales work.*

There are plenty of examples of over-systematized offices, but they are but a fraction of one per cent of the sales office with no system. It is not the presence of system paraphernalia that makes systems, but a systematic policy and point of view. A few brief points may be cited:

**Inadequate Order Systems**—If a count were made of the number of times an order is recorded or details of the order copied in some form, it would be found to average 12 or 15 and in some cases reach 25 or 30—with all the attendant delay and chance of error.

With the modern unit system there is no reason for any such duplication or waste, and the unit system fits in most perfectly with modern sales requirements.

The unit system is simply a set of forms, fitted for type-writer spacing, and made in carbon at one operation, which cover every record needed for the entire transaction down to the bill of lading. The units of direct interest to the sales department are:

Alphabetical Sales Record.

Salesmen's Territorial or Geographical Record.

Chronological Record of Shipments.

Numerical Record of Transaction (the efficient handling of office records depends upon a standard of filing).

**Salesmen's Report Blank**—

It is a sound principle always to demand a salesman's report blank covering the day's work; name of town, record of every call made, orders taken, reasons for failure to secure orders, remarks made by prospects with bearing on the business. Some firms require a list of calls made, and a separate report blank for each call, so as to obtain complete particulars. For example, one large and successful firm instructs its salesmen to fill out the card shown on this page:

The information thus obtained is put on "Dealer Record Cards," on which are entered in addition to the sales made to the dealer, the dates when the salesman called, the kind and amount of advertising matter supplied to him, and place provided for a three-year summary of purchases.

**Salesmen's Route List and Route Maps**—This shows the itinerary, as mapped out by the home or branch office. A copy of this list is furnished to every department head or employe who may have occasion to correspond

with the salesman (this generally means the shipping clerk, factory superintendent, treasurer, etc.). But in every case a duplicate of such correspondence goes to the sales manager.

Sales maps by states or sections, showing salesmen's routes, through the medium of pins or tacks and strings of various colors. The color scheme is very important. For example, colored string is used to differentiate between salesmen's routes, when salesmen are covering or overlapping on the same territories. Blue pins or tacks may be utilized to indicate customers, red tacks prospects, yellow tacks competitor's customers. Black tacks indicate dealers who must receive special attention. Combination black and white tacks indicate customers who must be called on every month; green and white, customers who must be called on every three months.

**Detailed Summaries**—A summary is like a telescope applied to your business, as against a microscope applied to individual details. It is essential to get a perspective. A summary in a loose leaf book, should cover these divisions. One for each salesman, one for each department, one for each territory, one for the whole business. These sheets (or graphic charts) should summarize the sales work done, weekly, monthly and annually, featuring all the deductions to be made from gross in order to secure the net, such as salaries, commissions, traveling expenses, goods returned, allowances made, bad debts, etc.

Another important summary of information shown on a specially prepared chart or form should cover the following:

Number of states being worked, as a territory.

Number of counties in territory.

Number towns, of a population to be determined upon.

Number of counties worked.

Number of counties missed.

Number of towns worked.

Number of towns missed.

Number of customers in territory.

Number of prospects in territory.

Number of desired customers in territory.

There should also be prepared two specially designed, ruled forms, which would permit the clerk in charge of these records to record the number of calls made by salesmen, upon one of the forms called "the daily report"; while

(Continued on page 172)

### SALESMAN'S REPORT

Name .....

Address .....

Buyer's Name .....

State exactly line of business.....

LOCATION: Corner....Main Street.....Side street

OCCUPIES: Store (large or small)...Shop....Warehouse....Office only.....

APPEARANCE: Good....Average....Indifferent....

ADVERTISING: What kind....How much....Interested in.....

What goods in our line does he push.....

List grades and annual average consumption of each.....

What percentage of present consumption bought from us .....

Reasons for preference to other firms.....

Other information of interest about store and buyer.....

Date of Call

Salesman.....



To secure full confidential information regarding persons applying to you for positions we maintain offices in all the larger cities and a corps of 20,000 inspectors covering all towns and villages.

## When You Hire a New Clerk

You thoroughly satisfy yourself as to his qualifications. You question him closely regarding his experience. You require character references. You get in touch with his former employers. You may even require him to furnish a bond. Yet in spite of all these precautions there might be a concealed flaw in his record or environment that would seriously hinder his success with you. He may even fail, thereby putting you to great expense. *You cannot know too much about the men you hire*, and facts you need most to know are often those least likely to come out in a personal interview.

### Our System of Employment Reports

Our organization has for 20 years made a specialty of securing personal reports on individuals. We serve leading concerns in all lines of business all over the country. We are especially organized to secure full confidential reports on persons applying to you for positions wherever they may be located. We compile this information without interviewing the applicant or divulging your name.

### Information Our Reports Will Give You

By careful and tactful inquiry among the personal and business acquaintances of the applicant we find out for you whether applicant is a man whose word can be relied upon; his reputation as to character and morals; the reputation of his family; his domestic and financial status; a review of his business career; if he lives within his means; his present income; his home surroundings and other similar "inside" information.

### What Other Users of Our Reports Say

A candy manufacturer writes: "On several occasions your reports have prevented us from employing men who superficially made good impressions." A truck concern: "Highly satisfied with the results we have obtained from using reports." A match manufacturer: "Reports are a good investment and more than self-paying." You will be equally well satisfied. For the small fee charged, you cannot afford NOT to investigate our report methods.

**Let us send you without obligation** further information regarding our new form of employment report. You will be surprised at how little it costs to back your own judgment in selecting employees with our fact-giving reports. They are saving other employers a great deal of time and money. They will do the same for you.

## Employment Report Department

THE RETAIL CREDIT COMPANY, Atlanta, Ga.

New York   Chicago   Boston   Philadelphia   Detroit   Cincinnati   San Francisco   Richmond   Des Moines  
Birmingham   Atlanta   Oklahoma City   Portland   Dallas   Denver   Kansas City   Memphis   Minneapolis



# Suggestions for Getting South American Business

By P. S. Steenstrup

General Manager, General Motors Export Co.

For the manufacturer who does not wish to incur the expense of sending out traveling representatives, the mails offer a comparatively inexpensive and frequently effective medium for developing South American trade. Advertisements in our export publications bring good results; and if desired, this form of advertising may be supplemented by circularizing lists of prospects which may be obtained from Daily Commerce Reports, Foreign Trade Directories, Business Associations, banks with South American branches, United States Consuls, and the companies which furnish lists of various kinds. Advertising matter for use in a direct-by-mail campaign of this kind should be prepared with the greatest care. Catalogs and circulars should be well illustrated, printed in idiomatic Spanish, or in Portuguese if for distribution in Brazil, and when prices are quoted they should be in the money of the country in which the literature is distributed.

Before exclusive agencies are granted, a most thorough investigation of the prospects and possibilities of the territory which the agent proposes to cover, should be made. Sometimes a merchant handling competitive lines, manufactured in European countries, places a small order with an American manufacturer for the sole purpose of obtaining an exclusive contract and excluding the product from the market during the life of the agreement.

### South American Likes Small Turnover

Business establishments in South America are of two kinds: native and foreign, with business houses owned by foreigners greatly outnumbering those owned by the natives, especially in the large cities. Many of the native merchants are Mestizos, of mixed Spanish and Negro blood, and their establishments as a rule are not equal to those maintained by the foreign merchants.

The merchants of South America may be grouped in five classes:—1, the general importers who correspond to the wholesale jobbers in this country; 2, large retailers who import for their own account; 3, large land owners or development companies who import; 4, the small shops and retailers in the cities; 5, the general stores, usually found in the rural districts and mining camps and corresponding to the general stores in this country.

As a rule, the South American prefers a small turnover and a large profit. He conducts his business in what to us seems a very leisurely manner. The shops in the cities usually open at 8:30 or 9 o'clock, remain open until noon, and then close until 3. The most popular shopping hours are from 3 to 6, at which hour most of the city stores close.

The business men, as a rule, are conservative, and shrewd, careful buyers. They are well educated, polite and hospitable, with a high regard for music, literature and the fine arts. The South American likes to become thoroughly acquainted with you before he talks business, and in the smaller cities it is advisable to visit your prospect two or three times before your business is even mentioned. Appointments are quite frequently neglected and you will find it desirable to give your prospect plenty of time to make up his mind because, while he is at all times courteous and hospitable, he greatly resents being hurried or persuaded against his will.

### Pack Well for Mountain Travel

A great amount of the inland freight in South America is moved by animal transport; mules, oxen, llamas and burros are employed, and much of the travel is over rough mountain trails. The average load for these animals is: 100 lbs. for llamas, 150 lbs. for burros, and 200 lbs. for mules. When your customer specifies that his goods are to be packed in cases made of one-inch lumber and measuring not over 2x3 feet, there is a good reason for his doing so.

On the West Coast of South America, good ports are few and most ships are unloaded in the open roadsteads. The merchandise is discharged on lighters, which are flat-bottomed barges with vertical sides and a covering for rainy weather. Packages are lowered onto the lighters by the steamer crane, usually very carelessly. If the lighter is wallowing in a heavy ground swell, the load often strikes with a terrific impact. The necessity for secure packing in strong cases is therefore apparent.

The moisture, heavy rains and excessive heat should also be considered in preparing shipments, especially if the packages contain perishable articles. The best protection against moisture is a zinc or tin-lined case. Machinery and metal parts should be coated with oil to prevent rust. Pilfering is common in

South America, and every effort should be made to make up the packages in such a way as to guard against this.

In making up shipments, the tariff classifications of the different countries should be considered. Do not pack in one case different classes of merchandise on which duty is assessed at different rates, as the duty is then assessed on the entire shipment at the highest rate.

Marks on cases should be simple, plain and legible; stencil marking is the best. Some South American countries prohibit receipt of shipments unless marked with stencils. The net, gross and tare weights should be plainly marked on each case, and when the shipment contains two or more cases, they should be numbered consecutively.

The customary terms before the war were from three to twelve months' time. In fact, the German method was to ascertain what terms a merchant had been getting, and then offer him better ones. Credit liberality can easily be overdone, but there is no question but that the volume of our business with South America will depend somewhat on the terms we are prepared to offer.

### Some Financial Considerations

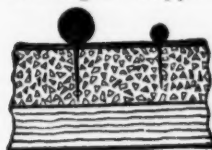
The South American merchant requires credit for a number of good reasons. The resources of the country are, and will for some time remain, largely agricultural, and although the crops vary in the different countries, the merchants are called on to finance the native farmers; the same as our general merchants in the smaller towns. Bills are not paid until the crops are sold, and the merchant requires credit until he receives his money. Duty must be paid on practically all merchandise imported, and duty and ocean freight amount to 25 to 75 per cent of the value of the goods. Stocks move slowly, and the merchants are required to carry large stocks on hand to take care of demand between shipments. Financing of some kind is essential, and as interest rates are high in South America, the merchant usually prefers to buy where he can obtain credit terms at reasonable rates of interest rather than borrow money locally.

South American merchants are, as a rule, reliable and trustworthy, and their code of honor is as rigid as that of our most reliable business men; but frauds are occasionally practiced and a thorough investigation should be made before credit is granted. Credit reports may be obtained from commercial agencies, American Consuls or from banks maintaining foreign branches.

"Have had your publication, SALES MANAGEMENT, recommended as being one of the best magazines published."—U. L. Hedrick, Manager, Ralston Purina Co.

# Let Graphics Help Control

New problems confront the executive daily in the readjustment of business back from war to peace. Business Graphics furnishes the close control necessary in such times. Send 50c, stamps or coin, for enlarged Sample Package containing Map Pins and other Map marking devices, sample EDEXCO Map Mount, Charting Papers, Curve Cards and Catalog of Supplies for making GRAPHIC RECORDS. Catalog alone sent free if desired.



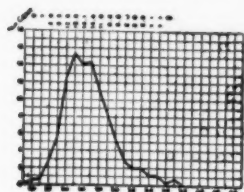
## Colored Map Pins

Solid glass head map pins in 16 colors and 2 sizes. The color won't scratch off, it runs all the way through.



## Outline Maps

Outline, county and railroad maps by states or of United States. Specially mounted for use with pins.



## Charting Papers

Handy letter size sheets ruled for plotting every kind of business problem.

## Colored Beads

To show crowded conditions on maps, or several facts at one point.



## Numbered Pins and Pins to Write on

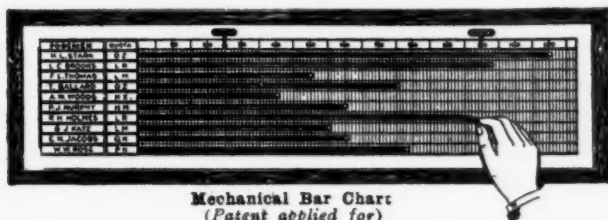
Indicate two facts at one point.

## Spiral Pins

To show names of agents or special data.

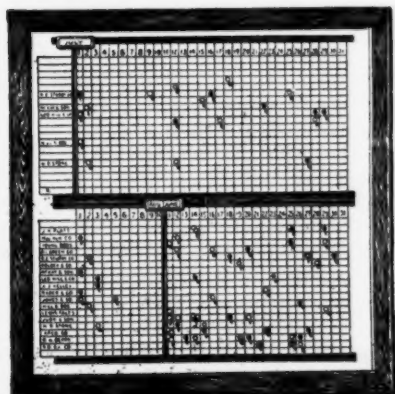
# EDEXCO Mechanical Graphs

are new, novel and immensely practical devices to keep Graphic Records with only a few minutes' time a day.



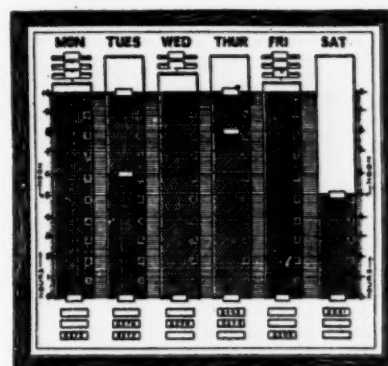
**Mechanical Bar Chart**  
(Patent applied for)

Bars are movable ribbons and can be regulated day-by-day to show graphically work accomplished by salesmen, branch offices or departments. May be also used for stock or tool record and other important information.



**Remindograph**  
(Patent applied for)

used as a Control Board in handling production, sales, shipments and other executive and administrative problems.



**Composite Mechanical Bar Chart**  
(Patent applied for)

for showing condition or quantity of stock on hand or for assigning work to machines or departments.

Write us your problem. We will recommend a plan to fit your individual needs. FREE Booklet, illustrated in colors, giving details and prices of Mechanical Graphs sent on request.

## Educational Exhibition Co.

634 Custom House Street  
PROVIDENCE, R. I., U. S. A.

ROUTING  
and DATING  
MEN

CHARTING  
BUSINESS  
PROGRESS

COMPARING  
SALES and  
PRODUCTION

CHECKING  
DELIVERY  
PROMISES

FLUCTUATIONS  
OF STOCK  
ON HAND

PROGRESS  
on ORDERS  
in WORKS

FACTORY  
PRODUCTION  
BOARDS



# How Uncle Sam Cuts the Cost of Handling Names

By Waldon Fawcett

*More money is wasted in carelessly compiled, indifferently maintained mailing lists than in any other one form of sales promotion. We heard of one case the other day where 3,800 "Dead" names were found in a list of 10,000 prospects. Many of the concerns never even handled the product sold. How about your lists?*

In an effort to cut handling cost the separate mailing lists and equipments formerly maintained by each governmental department at Washington have been consolidated so far as possible, into one central list.

This radical change was not made without opposition. Executives who desired to have their own mailing lists under their own eyes were provoked by the suggestion that the whole responsibility for mailing be placed with a clearing house that would handle all lists. Despite the early opposition this plan has been carried out to a great extent in the handling of Government documents and has brought important reward in the form of worth-while economies. It is obvious that, given an opportunity to conduct mailing operations on a large scale, it was possible to keep the mailing force and the mechanical equipment for addressing, wrapping, etc., busy more continuously and more effectively than is practicable in a small mailing room, especially the small plant that is called upon to handle intermittent rather than periodic circularizing. It was found, too, that mobilization of isolated mailing lists under one administration afforded opportunity to eliminate much duplication of names with consequent waste of printing matter.

### Picking Names Cheaper Than Stamps

The powers that be at Washington are strong for specialization in mailing lists. Nowhere is the natural tendency of "the easiest way" more strongly in the direction of huge general mailing lists. Resolutely, however, are the Federal experts holding to the faith of the hand-picked list, limited in each instance to the names of persons directly interested in the specific subject or subjects served. Even specialization, as the term is used in Governmental mailing, presupposes operations on a fairly large scale as witness the mailing list of 28,000 exporters and the roster of scores of thousands of county agents and cooperators of the Department of Agriculture. For all that, the objective always before the executives is the restriction of Federal mailing lists to members whose interest is definite. It is as much to attain that end as to bar

the mildly curious that a small charge is made for most of the publications issued by the Government.

Systematic revision of mailing lists is insisted upon by the executives in general charge of Uncle Sam's mailing lists. A revision at least once a year is deemed imperative and the management is better satisfied if there is a revision at intervals of six months. The almost invariable practice of the Government is to revise by means of a letter or card sent to each name on the list inquiring whether or not it is desired to have the mailings continued and explaining that it is necessary to economize to the extent of withholding literature when it is not really needed. In numerous instances the Government has sent out such notification of revision, to persons who have been regularly receiving Federal periodicals, series of reports, etc., by means of a card enclosed in a regular issue giving notice that the name will be dropped forthwith unless a return card or accompanying blank form is filled out and returned in evidence of a desire to continue on the list. Experience proves, though, that this plan of enclosure is not all that could be desired, many of the notices thus sent being overlooked by the recipients. The better practice, the Federal record shows, is to give notice of impending revision of a mailing list by means of a return postal card or communication sent under cover separate from any regular publication that the listed individuals are accustomed to receive.

### Two Million Well Rated Farmers

That Uncle Sam is capable of carrying out his ideal of specialization in mailing on a large scale has been eloquently attested by the methods that have been followed in circularizing prospects for Liberty bonds. For example, there has been compiled a special list of farmers who are supposed to be able to buy bonds. This list contains the names of 2,874,000 rural prospects who are well rated financially. For like selling effort there have been made up special lists of physicians, bankers, editors, school teachers, railroad workers, shipyard workers, etc. No private sales organization has anything on the Gov-

ernment in timing selling appeals to reach prospects when they are most likely to be in a receptive mood. As an illustration it may be noted that on the day 1,700,000 railroad workers received checks for back pay, following the decision of the wage board, each received a printed appeal to invest his new-found wealth in Liberty bonds.

In conclusion it may be noted as of possible interest to some sales managers that the experience of the Government mailing experts during the past two years (during which the plan has been on trial) goes to prove that the saving in time and cost that is possible when printed matter is folded and wrapped instead of inserted flat in envelopes more than counterbalances any disadvantages. This applies, of course, only to printed matter in the case of which the stock will not crack or break when folded. Nor is the rule intended to apply to high class publications which would suffer in prestige as well as in appearance if rolled or folded or dispatched in an open wrapper.

## Sales Department System

(Continued from page 168)

the second form would constitute a monthly recapitulation and furnish the following information, in tabulated form:

Name of each salesman working in the territory.

Number of probable customers in territory.

Total number of calls made by each salesman.

Total number of calls upon customers.

Total number of calls upon prospects.

Total number re-calls.

Total volume of sales made by each salesman, in current month.

Average number of calls per day.

Increase in number of customers.

Average unit value of invoices.

The most vital things that you can know about your sales field are:

How many customers have you?

Whether you are adding to your list of customers.

Whether you are losing accounts.

How many prospects have you?

Are your prospects being turned into customers?

These questions are the very life-blood of your sales work in the field and are far more important than the number of accounts you have on your books and the amount of outstandings, as these latter facts are nothing but a matter of record of closed transactions, representing goods that have been sold and delivered.



## Do You Need *Trained* Salesmen?

**"Two N. S. T. A. men lead the field of  
thirty-eight salesmen in our organization."**

**—An Overall Manufacturer.**

Over 3,000 salesmen were trained last year by the National Salesmen's Training Association in the Fundamental Principles and Science of Salesmanship.

Evidence—proof of ambition and initiative—was indicated by their voluntary study habits and future planning. These men have been called to fill sales force vacancies among leading concerns in all lines of business, and sales department records are proving the benefits of their training and business-getting ability.

### Employers of N. S. T. A. Men Say

"Your system has been very helpful to us in developing some of our younger men into business producers and we might also mention that the veterans of the road among our older Salesmen have also gained much benefit through your Course."

"It is certainly worth the price to any Salesman or to any firm who has a Selling Force."

*Large New York Notion House.*

#### 100 Per Cent Salesman

"About a year ago, we wrote you asking if you could recommend some of your graduates as capable salesmen to take hold of a good selling proposition."

"You supplied us with Mr. Rea, and a more trustworthy man or better salesman we have never met."

"We would be pleased to consider more such men if they can be secured."

*Mfr. of Farm Implements and Hardware Specialties.*

#### Trained Salesmen Best

"We are thoroughly convinced of the N. S. T. A. contention that a trained salesman is better than one who is merely experienced."

"We are in need of several men and would thank you to put us in touch with some of your members."

*Large Paint Manufacturer.*

#### Consistent Business Getters

"Have you any more men like Messrs. B— & S—? These young men have proven consistent salesmen and we could use two or three more of the same caliber."

*American branch of British Grocery Specialty Mfr.*

If you need salesmen who are trained in the fundamentals of salesmanship, who know enough to know they don't know it all; who are of the type that can readily be moulded into seeing and doing things your way—get in touch with us.

Many of our members are men who have already proven their ability to sell goods. Possibly some of them have had experience in selling your very product.

Others are just starting out.

But all of them are willing and anxious to learn.

We are seeking opportunities for members of our association with reliable firms. We recommend these men. **You** decide whether or not to employ them. There is no charge or obligation.

*Address us in confidence.*

## NATIONAL SALESMEN'S TRAINING ASSOCIATION

**Employer's Service Department  
Suite 515-21 Monadnock Bldg.  
Chicago, Ill.**

### How N. S. T. A. Men Make Good

One of your members, Mr. Y—, is giving satisfaction in every way. He grasped our proposition very readily and is giving us a record equal to that of any of our older specialty salesmen.

*Nationally Known  
Soap Manufacturer.*

#### Promoted to Manager

Mr. M— has made good and proved to be the right man for us. We have had to advance him several times and he now has charge of a part of our line.

*Large Specialty Manufacturer.*

#### Holds Records

Mr. A—'s training was undoubtedly of great value to him. He has been with us four years and holds our record for steady work. He has never missed a single weekly report. We would be glad to get in touch with several of your members of Mr. A—'s caliber.

*Large Manufacturer  
Proprietary Preparations.*

#### Success from Start

From the first day he started selling our line, Mr. J— has been a success. If you can furnish us with more such good salesmen, we would appreciate it.

*Well Known Grocery  
Specialty Manufacturer.*

#### Entitled to Preference

Our experience with men secured from your association has been so satisfactory that we give them preference at all times. Can you recommend two more men for our line? Please let us know at once as we want to cover certain territories as soon as possible.

*Large Wholesale  
Jewelry House.*

(TEAR OFF AND MAIL THIS COUPON.)

**National Salesmen's Training Association, Employer's Service Department.  
Suite 515-21 Monadnock Bldg., Chicago, Ill.**

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional salesmen. How many?..... Territory.....

Firm .....

Street ..... City .....

Line..... Manufacturer..... Wholesale House.....

(S. M. June.)

# WIGGINS

Peerless Patent Book Form

# CARDS

### A Man is Judged By the Card He Presents

Almost any card will do, of course, to convey your name to the man you wish to see—but a poor card, or one that may be slightly soiled, will carry with it a poor impression of your sense of fitness.

Wiggins Peerless Patent Cards give a dignity to your introduction that will gain an audience every time. First impressions are lasting.

Send for tab of specimens and note the general excellence of engraving, and the clean-cut appearance of these cards encased in convenient book form.

**The John B. Wiggins Co.**

Established 1857

Engravers, Plate Makers, Die Embossers

1100 So. Wabash Ave.  
122 So. Michigan Ave.

**CHICAGO**

## Are You Binding Sales Management

During the life of your subscription many articles will appear in these pages which may be of considerable value to you from time to time.

### Metalwing Binders

have been especially designed for this purpose. They are an improvement on any other lace binder on the market. They are compact, durable, and easily manipulated. They are not sold in office supply stores, or by any other binder manufacturer. Binders are finished in a high grade silk cloth, lettered in gold, "Sales Management."

Price, post-paid, \$1.50

**THE DARTNELL CORPORATION**  
223 W. Jackson Blvd. CHICAGO

## Ridding Your Personality of Its Minus Quantities

By Dr. J. M. Fitzgerald

*There has been a lot of literary flapdoodle printed about personality in selling. But here is an article that is "down to earth," by a man who has given the best part of his life to studying men. It is a digest of a talk by Dr. Fitzgerald before the Chicago Sales Managers Association some weeks ago. Those who heard the talk found it helpful. We hope you will find this digest equally so.*

We should take an inventory of ourselves. A man either attracts or he is neutral or he repels. Each person must have something in his personality that distinguishes him from his neighbor. The question is, what is this thing, how does it affect one's life, how does it affect others. It can be taken as a certainty that one cannot understand others until one understands one's self.

Large men command attention, providing that they are physically well organized and their muscle tone and health is all that it should be. Large salesmen are more likely to depend upon their size and bluff to succeed than they are to make use of every ounce of their grey matter. Smaller salesmen must make up for this deficiency in height and brawn by using their minds more effectively. They must either have more courage and self-reliance, more tactfulness and friendliness, or more intellectual resourcefulness.

### Making Square Pegs Round

If a man is built on the spherical plan he should square his chin, bring his upper lip straight and firm against his under lip. He should cultivate those faculties and qualities that give him a straight forward gaze and steady eye, hand, firm neck, and firm legs. These promise directness and strength and a fixed purpose; whereas the rounded lines of the head and body dispel fear. Such a person, if a salesman, would have a splendid combination; friendliness with the possibilities of direct and intelligent action. The buyer or business man to whom such a salesman would present himself would feel that he was worth listening to. Nothing is more rare than a highly developed, intelligent, and earnest vigorous purpose; even if the buyer did not purchase anything from such a salesman, he would feel that he might get a fact or idea that was worth his five minutes' time.

On the other hand, if a salesman is built on the square and straight lined make-up, he should curve his mouth and eyes in such a manner as to radiate hopefulness, kindness, and sensitiveness as to the claims of others. I hold in my hand a card bearing the name of such a man who has in five years time raised

his earning power from \$33.00 a week, as a draftsman, to \$10,000 a year as a salesman of an office machine. He has put the curves into his mouth and eyes so that the remark that greets him is, "Here comes that smiling salesman," instead of, "here comes that grouch."

We are affected by the pose of the head and the body in general. If the head is held firmly upward and slightly backward with the chin pulled in and the hat properly placed on one's head, it gives the command of attention, respect, and something of authority. The whole carriage of the head and body is such as to affirm the feeling that a person thus constituted has a complete and perfect control over their feelings and that their knowledge is on tap.

### The Sales Manager's Personality

Personality is a cultivable thing. The salesman should have a flexible personality. He should be socially disposed so that he will instinctively and naturally suppress his egotism that he may please a customer and make a sale. The sales manager should have more of a fixed or directive personality. He must supply the salesman with plans, ideas, information and initiative. He must aid the salesman in fixing his belief and will in himself and his goods and the work he proposes to carry out. He must have the power of arousing enthusiasm, initiative, self-confidence and resourcefulness, otherwise the sales manager is misplaced.

The personality may be divided into three segments, the physical, mental and spiritual. One's physical personality is determined by the age, health, height and weight of body, and by the athletic tone of the muscles, that is, one's general appearance.

One's mental personality is determined by the training, education, responsiveness to certain demands, by one's sense of humor, and the force and character of one's thinking, or by the lack of these.

One's spiritual personality can be defined by one's affection, sympathy and enthusiasm, one's interest in others and capacity for conscientious action, or by the lack of these.

We are first of all things affected profoundly by the *physical* personality. More people are thus affected than by the other elements of personality. The higher the development of a person's mind the more keenly they are sensitive to and appreciative of and the better they understand the *mental* personality and the *spiritual* personality.

Undoubtedly certain situations in life require a powerful physical organization to deal with them effectively. Lincoln not only had a finer spiritual personality, but a more powerful and impressive physical personality than did Douglas, the little giant. His intellectual personality was natively superior to the same elements of Douglas' nature and directed by his great love, sympathy and conscience he became the supreme man of his age.

While a member of congress, after having heard Alexander Stevenson make a speech, he wrote his friend Herndon as follows: "A little, slim, pale-faced, consumptive man has just concluded the very best speech of an hour's length I ever heard. My old withered dry eyes are full of tears yet." Here the *mental* and *spiritual* personality of Stevenson completely transcended the physical limitations.

### Secret of a Pleasing Personality

Briefly summarized, the salesman should possess these faculties in this relation, though some lines of business might require less of one faculty and more of another. *These, I believe, are fundamental*, namely—friendship, energy, acquisitiveness, pride, sensitiveness, self-confidence, conscientiousness, firmness, hope, perception, language, comparison, and human nature.

Thus he should be friendly, energetic, a student of business, ambitious to excel and to gain the good will of other men; self-confident that he may carry his goods and his knowledge to men who stand high in their business or work; conscientious that he will not lie about his goods nor about his firm once he leaves them; hopeful, although he may be turned down nine times and succeed the tenth and come back with a smile; firmness of purpose that he does not give up nor work in a half-hearted state of mind; perception that he may see the country through which he travels and know from the appearance of the people living in it what sort of towns must grow out of such a developed country. When he gets off at the depot, he should be able to picture something of the business buildings of that town and as he passes these buildings he should be able to determine something of the character of the business that is carried on within them.



### Out of the Original Thirteen Subscribers to the Dartnell Monthly Sales Service ten of them are still on the active Service list. Their service record is as follows:

**The Baker-Vawter Company**, Benton Harbor, Mich., placed a trial order early in 1916 "to see if it was any good." Three months afterwards the service was increased for the entire organization, and it has been increased five times since.

**The National Lead Company**, New York, has been a continuous user of the service from its inception.

**Kellogg Toasted Corn Flake Co.**, Battle Creek, was the second subscriber, placing a six months' trial. This "trial" has been six times renewed.

**Humphrey Heater Co.**, Kalamazoo, was the third on the list. The original subscription has been increased several times during the four years as their organization has grown.

**The Baker Extract Company**, Boston, is another charter subscriber, who started in with the minimum service and soon increased it for all their

salesmen. They voluntarily paid their 1919 subscription a year in advance.

**Robt. H. Ingersoll & Co.**, New York, has used the service since the beginning. Several district offices have since signed up.

**Joseph Middelby Jr., Inc.**, Boston, is another who is numbered among the first thirteen, who still uses it, and pays for it yearly in advance.

**Hercules Powder Co.**, Wilmington, thought it worth a trial, and have since placed four yearly subscriptions, paying for the year in advance.

**Spencer Trask & Co.**, New York, have a "different" selling problem and have found the service of sufficient help to warrant them renewing at every expiration since early in 1916.

**Raybestos Company**, Bridgeport, was the fourth subscriber on our list. Started with minimum service but soon increased it.

### As to the Three who Dropped Out

The American Optical Co. cancelled when Mr. Spencer resigned. One of the first things Mr. Spencer did, however, when he joined the Remmers Soap Co. was to subscribe for his new concern which pays for it yearly in advance. The Beechnut Packing Co. cancelled for a reason which in no way reflected on the service, and the Pittsburgh-Lickson Company was an enthusiastic user until war reverses interfered with that concern's sales activities.

These original 13 subscribers have now grown to nearly a thousand. Practically every progressive sales department has installed the Dartnell service for the same reason that the Credit Department installed Dun and Bradstreet's service.

### The Dartnell Monthly Sales Service

Owned and Operated by The Dartnell Corporation  
223 West Jackson Blvd., Chicago



## Sales Management

### A Tip for Landing the New Job

A New York sales and advertising manager was asked by a concern whose work was not very familiar to him if he would consider a change. An interview for the following week was arranged. In the time that intervened, the man who had been invited to change jobs had the bound volumes of all the business magazines searched for articles that dealt in any way with the methods of the concern looking for a new sales and advertising manager, or for articles that touched that class of business. He spent several evenings looking over this material. When the interview was held, the prospective employer was almost thunderstruck to find what the man before him seemed to know about a business in which he had had no experience. On some questions he was better informed apparently than the employer himself was. To make this story end dramatically, I should be able to add that the prospective employe and employer came to terms. But they didn't. Just the same, the lesson is there. You can read up nowadays on almost any business if you want to take the trouble to do it.

S. ROLAND HALL.

### Personal Services and Supplies

Rates: 15c a line of seven words; minimum \$1.00.

#### POSITIONS WANTED

**SALESMAN**, aggressive, clean cut, age 28, six years' exp. food product to jobbing and bakery trade in car lots; financially responsible and refs. as to producing ability and character; discharged A. E. F. man; any line considered. Address Box 601, SALES MANAGEMENT.

A MAN of some financial responsibility, with extensive experience as traveling salesman, mostly in men's high grade lines, out of employment until October, would like to hear from mfrs. or distributors of any standard lines. Address Box 602, SALES MANAGEMENT.

**ADVERTISING MANAGER**—Just out of service is seeking a position with a future. Formerly advertising manager of large farm implement concern. Experienced in office appliance line as well. Held commission in army during the war. Address Box 603, SALES MANAGEMENT.

#### BUSINESS SERVICES

##### Live Letters That Sell Things

written to order, \$5.00 each. Three for \$10.00. Booklets, folders, etc., at reasonable rates. "Evidence" gladly sent on request. G. F. Campbell, 96 Conkey, Hammond, Indiana.

#### PRESS CLIPPING BUREAUS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 604 Manhattan Bldg., Chicago, U. S. A.

#### SUPPLIES

Send today for the latest Dartnell catalogue listing various forms, supplies and material used in the sales department. Ask for catalogue C. Dartnell Corporation, 223 W. Jackson Blvd., Chicago.



### Railway Distance Maps and Hotel Guide

You will find it helpful in many ways. It is just the thing for laying out a salesman's route, for checking expense accounts and for sizing up a territory generally. In addition to the maps, the guide includes much valuable information regarding hotel rates and accommodations—revised up to January, 1919.

Your sales department is not fully equipped without one of these guides. It will pay for itself several times over every month. It is the most complete and up-to-date guide published, listing over 20,000 towns. The next best guide lists only 12,000.

Price, \$5.00 in either board or flexible binding. Contains over 126 pages of vital information for the sales department. Maps are used by large and small concerns in all lines of business.

### Let Us Send You One of These Guides on Approval

You will be under no obligation to keep it unless you are thoroughly pleased in every way. If you find it is not what you want, simply send it back and charge will be cancelled without question.

**THE DARTNELL CORPORATION**

**223 West Jackson Blvd., Chicago**

## Convenient as a Book



### Multi-Unit Map System

*Simple  
Elastic  
Substantial  
Inexpensive*

**Sales Managers!** Keep the record of each salesman's daily movements where it can be instantly referred to—in your office—at arm's reach—yet out of the way when not in use. You can tell at a glance where each salesman is—route every man to cover his territory most completely and rapidly. Whether your territory is a few states or the entire forty-eight—you can keep a set of maps large enough to show every detail—yet occupying very little more space than a single wall map.

#### Ask Us Questions

You incur no obligation in telling us your map requirements. We can help you. Our 34 years of map-making experience is available to you at the expense of a postage stamp.

### NATIONAL MAP COMPANY

Business established 1885.

New York City

Indianapolis, Ind.

Address Home Office—36 E. Georgia St., Indianapolis, Ind.

### Dependable Map Information

As accessible as the pages of a book. Loose-leaf system applied to map and tack equipment. Any map can easily be taken down and as easily returned.

You can "Keep Track With Tacks," or can mark on the specially celluloid surface with crayons, water color paints, pencil or inks—a damp cloth instantly clears the surface when you want to change marking.

This system allows the use of really complete, dependable maps—each one completely indexed, showing on the margins the name, population and location of *every place*, no matter how small. Our maps show *Counties and Townships*. They also give you full information concerning rail—interurban—automobile transportation lines.

### NATIONAL MAP COMPANY

Indianapolis, Indiana

Gentlemen:

Date.....19....

You may send us, without obligation on our part, suggestions for map equipment, covering the following territory:

Name .....

Street Address.....

Town..... State.....

# TAKING THE BLUE SKY OUT OF ADVERTISING

Brace Tack  
on  
Circulation



Publishers have always been precise as to the exact amount of white space exchanged for any given amount of money. But publishers have often been hazy as to the amount of circulation sold, although the advertiser has been insistent that he was buying readers rather than agate lines.

As a result of federal action, forcing sworn statements from owners of daily newspapers, it is now almost universally possible to secure definite information from *news-papers* as *total* circulation. The Audit Bureau of Circulation has carried this a step further by separating city, suburban and country circulation for its 630 member newspapers. With this most publishers are content to stop—but not The Chicago Tribune.

The Chicago Tribune has gone far beyond any other publication in the United States in furnishing its advertisers with definite, accurate information as to its readers—their number—their location—their purchasing power—their buying habits.

The Tribune can tell an advertiser precisely how much circulation he is buying in any section of this tremendous metropolis, the total number of families in that section, their nationality, their buying habits, the number and character of retailers which cater to them, etc.

*Out-of-town* circulation of The Tribune has been similarly analyzed so that the advertiser may know how many Tribunes are sold within 40 miles of Chicago, within 100 miles, within 200 miles, within 300 miles.

Other tabulations show the number of Tribunes sold by cities, by counties and by states. The tabulation of circulation by counties has been reduced to graphic form in a dot map, which enables one to determine at a glance the density of Tribune circulation at any point in The Chicago Territory.

The advertiser has a right to know not only how many readers but what character of readers. The Tribune has undertaken to answer this question not only for Chicago but for its entire territory.

Men have been sent to various towns and cities with lists of Chicago Tribune subscribers. They have gone to various sources of information to learn the identity of these Tribune readers.

The resulting tabulations have shown conclusively that from Oshkosh, Wis., to Montezuma, Ind., and Red Oak, Ia., The Chicago Tribune is read by the bankers, merchants, manufacturers, wholesalers, executives, and the more progressive farmers, clerks and mechanics. In each community the list of Tribune subscribers has been found a veritable directory of the people of wealth, influence and education.

Personal investigation by a large staff of trained men threw much light upon the buying habits of Tribune readers in Chicago. Questionnaires have been sent to Tribune readers in other towns to ascertain their attitude toward Tribune advertising and allied facts.

A questionnaire to subscribers in Illinois, Indiana, Iowa, Michigan and Wisconsin, for example, indicated that 63% of the readers of The Chicago Tribune visit Chicago once a year or oftener. Of those who had visited Chicago, 76% noted having purchased women's clothing during their visits, 68% men's clothing, 39% rugs and carpets, 38% furniture, 39% books, 13% office equipment, 11% trucks and autos.

Forty-five per cent of those who answered this questionnaire stated that they were accustomed to read clothing advertisements in The Chicago Tribune, 40% listed themselves as habitual readers of Tribune financial advertising, 24% of book advertising, 33% of automobile advertising, 32% grocery advertising.

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## The Chicago Tribune

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